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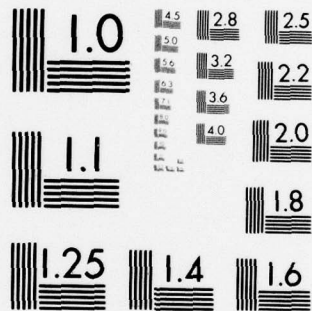
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6 USMC SYSTEM SYNTHESIS IN SUPPORT
OF THE SELECTION PROCESS,

BY

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11 JUNE 1979

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EXECUTIVE SUMMARY

Conversion of the 352,000 Marine Corps official personnel records from the traditional paper record to an automated system utilizing the updatable microfiche media, will provide both for better management of the personnel record and a modern, capable and useful records system. However, in correcting the management problem the new system will affect procedural changes for numerous users of the official personnel records, specifically in the all-important selection board process.

The selection process may be the most vital, visible and least understood of the personnel related processes. Vital in that the Marine Corps must select the best possible leaders and managers and, in that 20% of the career force annually is under scrutiny for possible promotion. Visible in that approximately 26 boards a year must meet for selection for promotion, schools and special programs. Yet, not really understood because the selection process has not been articulated to the officer and senior enlisted Marine. There exists an aura of mystery, a questioning of requisite qualification, criteria--and the basic question of the procedures and means of discrimination between records in order to select the best qualified.

The scope of this study was formulated on the basic assumption that compensating corrections or alterations to the selection process could be effected in a timely manner to prevent the anticipated degradation of that process, which will occur in December, 1980, when the officer records will be completely converted. It was assumed that the current automated systems that support the selection process, i.e., the Manpower Management System (MMS), the Automated Fitness Reports System (AFRS) and the new Marine Automated Records System (MAPRS) have not been fully optimized for support of the selection process. Additionally, it was assumed that the manual process of today's selection boards will become even slower with the conversion of records to microfiche.

From an analysis of current policy directives, Title 10 enabling authority for conduct of selection boards, a review of board procedures, worksheets and briefing guides, it was clearly established that boards are autonomous. It also showed that boards need timely and accurate information provided in usable forms--not necessarily the record. The administrative, demographic and performance information required by the boards currently exists in digital form in one or more of the three systems mentioned above.

The heart of the Personnel Evaluation System (PES) is the USMC Fitness Report (Form 1610). A detailed analysis of that form was accomplished in order to determine its adequacy for the current board procedures and more importantly, its potential for supporting an alternative and increasingly capable selection process. The analysis demonstrates that the fitness report is an excellent vehicle for both the current and projected new system alternatives. Furthermore, the analysis indicates that the fitness report, the context of the system, is not fully utilized due to the inability to adequately handle the objective data Section "B" of the report. As a result, two "side lobes" have emerged and both have assumed a greater importance than originally intended. The "Truth Teller," or that process of spreading the peer ratings by the reporting senior, has assumed a meaning of inflated significance in the selection process. Secondly, Section "C," the written character statement, has been expanded by reporting seniors as a means of describing the individual's performance; apparently due to the inability to use the objective markings of Section "B."

The Master Brief Sheet (MBS), a major derivative of the Automated Fitness Report System (AFRS), is a means of organizing fitness report objective markings from May, 1972 to the present for use by the boards. It has several drawbacks as currently produced but it has great potential.

The basic goal of the study was to determine whether a full synthesis of the ADP Systems mentioned above would provide for an alternative or revised manner of doing business that potentially would increase the credibility of the process and provide more available time for board members to view the complete Marine both objectively and subjectively.

The ~~synthesis~~ analysis was conducted considering the Manpower Management System (MMS), the Automated Fitness Report System (AFRS) and the new Marine Automated Personnel Records System (MAPRS) as they related to the current selection board process. The basic premise was that available digital information, derived from the official personnel record, could be organized and formatted in such a manner as to reduce the necessity for searching, scanning, and transcribing from the original record.

The study established a baseline for the current system using official directives for describing promotion authority, the Performance Evaluation System and the USMC Fitness Report. Current board procedures, precepts, forms and worksheets used were evaluated as a means for understanding the selection process.

USMC SYSTEM SYNTHESIS IN SUPPORT
OF THE SELECTION PROCESS

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USMC SYSTEM SYNTHESIS IN SUPPORT OF THE SELECTION PROCESS

CHAPTER I

INTRODUCTION

The Problem

By December, 1980, 352,000 Marine Corps officer and enlisted personnel records will complete conversion from the 200-year tradition of an officer paper record book to an automated microminuturized film form -- updatable microfiche.

The impact of the selection process conversion to a microform media will be significant in that the increased time required to utilize microforms will force a greater reliance on the support systems, Automated Fitness Report System (AFRS) and the Manpower Management System (MMS). The increased reliance on automated assistance will directly effect the procedural aspects of selection boards in a rather dramatic manner.

The current selection board process is a unique melding of highly dedicated and professional board members supported by a small amount of automated support and an enormous manual transcription effort. The latter effort consists mainly of extracting pertinent demographic and performance information from official source documents

for use with worksheets and briefing guides. The time required to accomplish the manual tasks will increase due to the new microform record unless better alternatives are found.

The principle document used by a selection board is the United States Marine Corps Fitness Report (Form 1610). The fitness report provides the written evidence of performance of the individual Marine officer and senior enlisted as viewed by a reporting senior. Judgments by the reporting senior are reported twice yearly and form the historical performance basis used by selection boards to determine promoteability. Since the fitness report is the "key" document in the process, how descriptive and useful is it as currently used? Does it describe performance in sufficient detail, with discernable, discrete factors of discrimination for use in a more capable or alternative process?

In 1972, the Marine Corps opted to use fitness reports that could be optically scanned and digitized for support of various headquarters functions. The resultant system is known as the Automated Fitness Report System (AFRS) (see Appendix I). The automated fitness report does not include all of the available information, notably a handwritten section of character and illumination comments, but it does provide objective data in an automated mode

that is organized and outputted into various forms and documents. The additional step of including demographic data from the Manpower Management System (MMS) produced a document known as the Master Brief Sheet (MBS) -- used almost exclusively by selection boards. The MBS has evolved into a factor of major importance to the selection process. The full capability of the AFRS has not been applied to the selection process. The microminiaturization effort will require that increased emphasis be placed on the modernization and upgrading of that system.

The Selection Process

The selection process, as bounded by higher directives and as espoused in official orders and directives, provides the Marine Corps with the authority and responsibility of ensuring that "the best fitted" are selected for recommendation and subsequent promotion. The criteria or standard to be applied for each board flows directly from the official "precept" from the Secretary of the Navy to the President of a particular selection board. Discerning the real from the apparent relative to the standard applied during any particular board leads to interesting conclusions that are sometimes interpreted as casting dispersions or questioning the very credibility of the boards. Therefore, it is important that the authority, procedural aspects and that the achievable

capabilities of boards within the current directive be investigated. Such investigation would provide a basis for determining the benefits and shortfalls that could be achieved by other alternatives in support of the selection process.

A vital aspect of the selection process is the perception of that process held by the officer and senior enlisted Marines that are either promoted or passed over. A career force of Marines constitutes a formidable body of spirited competitors. Marines thrive on competition. It is that competitive nature channeled toward policy objectives of high readiness, excellence in training, unquestioned and demonstrated integrity, etc., that keeps the Marine Corps service image high.

Yet, the selection process is not well understood by Marines. The articulation of the process is understandably complex as currently accomplished. With that thought in mind, selective process procedural alternatives must be viewed within the context of credibility, believability and understandability.

A Need for System Synthesis

The alternatives that are currently available to the Marine Corps as a result of the adoption of the micro-miniaturization program requires a detailed analysis. The MAPRS, as the driving factor, is an innovative and necessary modernization effort that will provide more meaningful

support to the selection process through increased accuracy of records (see Appendix 2). The prospect of increasing overall time requirements for manual transcription of records is fully offset by the increased accuracy and the potential upgrading of the Automated Fitness Report System (AFRS). That analysis should include a review of the MAPRS, the Automated AFRS and the MMS (see Appendix 3) as they relate to the support of the Marine Corps selection process.

Conclusion

The critical developing path in the system appears to emanate directly from the evolution and use of the fitness report to the automated fitness report system as a primary tool of the selection process. A combination of system modifications and selection board procedural changes could be effected in sufficient time to minimize the prospects and impact of the MAPRS, and the realization of a highly visible and useful selection system.

CHAPTER II

RECORD OF PERFORMANCE, THE FITNESS REPORT

Need for a Historical Record

The Marine Corps, the other military services, Fortune 500 Companies and large private or public corporations continue to search for better methods and techniques for the identification, selection and promotion of the most capable and most promising of their personnel.

As the Marine Corps has expanded in personnel, technical complexities, and reliance on specialties, the promotion process has become patently more intricate and competitive. In the past two decades, the living standard that the military officer and senior enlisted enjoys is competitive to that of commercial occupations. The increased standard has resulted in the procurement of high quality personnel, that, in turn, has resulted in even keener competition for career oriented personnel as they progress upward.

Definition, acceptance, and agreement on means for precise measurement of performance, the output of the military professional, by its very nature, is difficult. The military output is not the bottom line dollar, percentage of sales, gross revenues, or units sold as in

industry. It is not the hours flown in military aircraft, miles walked by the infantry, shells fired by the artillery or the number of supply bins filled. The diversity of jobs, the spectrum of training skills, and the large number of personnel in the military has created an exceptionally competitive market.

There are no significantly limiting military promotion standards. Military services have distinct missions and roles, differing priorities, and unique philosophies and perspectives. The services own views as to who they are and what they exist for tend to evolve over time due to ever changing world conditions, domestic priorities, economics, national and international politics. The seemingly rudimentary task of discrimination between factors of professional performance, personal capabilities, traits, and potential for growth must be reflective and sensitive to change. During the span of a career, there are intervening periods of relative peace, various forms of world crisis, and degrees of involvement in warfare.

Without an accepted, well defined standard or criteria basis, the ability to differentiate between the various aspects of job performance and personal characteristics in order to apply past performance to a forward

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estimate of the person's real potential for increased responsibility is impossible. This then is the essence of the promotion problem.

It is therefore important that some means be provided wherein the individual performance is evaluated. To be of value in a competitive market, all of the people must be evaluated from a similar and standard base.

All of the military services use a historical record to build a history of individual performance. The content of those records vary from large comprehensive aggregated records of administrative, demographic, contractual, performance and personal data to records consisting of computer printouts and heavily mechanized, summarized, and tabulated forms. The storage media of the records have a direct bearing on the utility and the procedural aspects of the various users to include selection boards.

For the Marine Corps, the paper record has traditionally been the media of maintaining official records of a personnel nature. The official personnel record is the basic source document wherein members of a selection board can evaluate performance of an individual against some standard or criteria in relation to others that are in competition.

The Marine Corps official record has followed a traditional and evolutionary pattern of collecting pertinent information relative to an individual, as well as storing and maintaining that information in Officer Qualification Records (OQR's) and Service Record Books (SRB's) for the senior enlisted Marines. Over time, the records have grown to the extent that currently the headquarters maintains over 25 million document pages on all officers and enlisted. The official records are required as the official source documents for use in arbitrating claims against the government, grievance, and adjudication of other personal matters relating to an individual. It is the availability of such massive amounts of diverse and unstructured information that subsequently forces selection boards to laboriously and selectively sort and organize critical information that is needed relative to determining the competitive qualifications and professional potential.

Performance Evaluation System

The basic order covering promotion policy states:

The Marine Corps performance evaluation system provides for the periodic audit, description, and report of the performance and personality characteristics of Marine officers and noncommissioned officers in the grade of sergeant and above. It also requires that all Marines subject to the performance appraisal process be counseled regularly and, as a minimum, at least

on the occasion of each evaluation. It includes both Regular and Reserve Marines, and all performance evaluation reports (called "fitness reports") are made a permanent and important part of each Marine's records. As the principle record of a Marine's performance and conduct, fitness reports are vital in determining duty assignments and in selection for promotion.¹

In the context of policy, the fitness report has been duly established as the formal and official means of evaluation relative to the performance and qualities of Marines.

It specifies four objectives of the Performance Evaluation System:²

1. The first and focal objective is the improvement in performance. The completion of the fitness report is only a step toward that goal. This central objective can only be achieved by coupling the fitness report with counseling and coaching to determine where, and how, performance should be improved.

2. The second objective is the identification of those Marines who are considered qualified for advancement by virtue of their leadership potential and continuous successful performance of duty.

5. Another objective is the provision of assistance to individual Marines in identifying those performance and character attributes which require improvement before

they can be considered qualified for advancement.

4. Finally, the system must support the "career pattern" approach to personal management by: "providing the personnel assignment process with the information relating to both a Marine's suitability for certain future duty assignments."³

Fitness reports are submitted on a semiannual basis for officer and senior enlisted Marines. Additional reports are necessitated when the individual being reported on is transferred or the reporting senior is, and on various other occasions, allowable by current directives. On an average, Marine Corps personnel on active duty are averaging 3.5 fitness reports a year. The number of reports between ranks vary. Indeed, the boards may look at performance from the last two or more ranks for a specified period of years.

Male officers of the Marine Corps and the Marine Corps reserve on active duty with the regular establishment are eligible for consideration for promotion by a selection board... in grade as indicated: Brigadier Generals and Colonels (3), Lieutenant Colonels (5), Majors and Captains (4), First Lieutenants (2).⁴

Additionally, the fact that most selection boards review the entire career performance records creates a time demand. It is difficult to get around for it is the basis for determining the evaluation of the best qualified for

promotion. A colonel with 30 years of service could be expected to have 105 fitness reports--a rather detailed and historical compilation of performance, and a real task for a selection board member.

The fitness report is the key document within the selection system. It provides the means for capturing reporting seniors' impressions of the Marine reported on. Those impressions, formed for the most part from daily work practices, may be based on training or operational record/reports, mental recall, personal observation, and correspondence related to the Marine's duty performance.

The essence of capturing the impressions of performance is systematic and guided by a comprehensive fitness report form that requires both objective and subjective information. Since 1972, the form provides for automation, wherein most of the objective markings are optically scanned and retained in digital form for use with the Automated Fitness Report System (AFRS) (see Appendix 1).

The fitness report form, officially titled "USMC Fitness Report (1610)" is preprinted and composed of three distinct sections. Each of these sections will be reviewed in detail in as much as the use or misuse of them determines the selection board's current capabilities or limitations. Figure 1 is an example of the form 1610 fitness report

currently in use within the Marine Corps.

Section "A," Administration of the fitness report identifies the Marine reported on, provides for information on the assignment held, occasion for the report, and the period covered. Additionally, the Marine being reported on must specify duty preferences for future assignments. The administrative section provides vital orientation information relative to the Marine. The Social Security number keys the fitness report for both the manual and automated systems.

Section "B," Performance/Qualities consists of 5 independent types of evaluation of 28 distinct factors and provides a comprehensive assessment matrix for capturing and expressing objective impressions. It provides for an "arraying" of objective evaluation factors designed to identify strengths and weaknesses of performance and leadership, personal qualities, the general value of the Marine to the military service, the relative standing of those of the same grade marked by the same reporting senior, and to answer a judgemental question relative to the reporting senior's desire to have the person during conditions of war or stress conditions.

Section "B" provides a wealth of information, objective in nature; observances which are rather finite and highly

measurable. All told, there are 8 factors within this section for evaluating the person reported on. Each specific factor has a variety of possible responses for grading or evaluative discrimination. The major groups within this section are:

- PERFORMANCE (Block a-q)
- QUALITY (Block 14 a-n)
- GENERAL VALUE TO THE SERVICE (Block 15 a)
- DISTRIBUTION OF MARKS (Block 15 b)
- DESIRABILITY FOR SERVICE IN TIME OF WAR (Block 16)
- ILLUMINATING REPORTS/COMMENDATORY/ADVERSE/DISCIPLINARY (Block 17)
- FREQUENCY OF OBSERVATION (Block 18)
- QUALIFICATION FOR PROMOTION (Block 19)
- RECOMMENDATION FOR NEXT DUTY ASSIGNMENT (Block 20)

The initial four areas are subdivided into various discriminating levels that when aggregated and tabulated, provide comprehensive and illuminating information relative to the performance and personal traits of the Marine reported on.

By policy, the areas of performance and qualities, value, distribution, and desirability are not weighed, and the current directives do not give reporting seniors guidelines that could be construed as identifying

one particular area of greater importance than another. That is, "Regular Duties" (13 a) apparently carries the same weight and value as does "Appearance" (14 b). It is therefore assumed that the reporting seniors agonize over each and every specific evaluation factor, treating each equally. The information on an individual Marine covered by Section "B" is revealing and considered absolutely essential for evaluation of the "Whole Person" that is required by the current directives. Let us take a detailed look at each of these areas.

PERFORMANCE - (13 a-q)

- Regular Duties - primary job related
- Additional Duties - secondary or supplemental
- Handling Officers - where applicable
- Tactical Handling of Troops - where applicable (for Navy Aviators, whose primary duties are flying in a squadron, this item will be used to evaluate flying leadership qualification.)

Each of the above factors are evaluated on a scale ranging from "Not Observed" to "Outstanding." Abbreviations are shown in marking boxes.

- ☐ NO NOT OBSERVED (Insufficient opportunity to evaluate)
- ☐ UN UNSATISFACTORY (Unacceptable performance)

- ☐ BA BELOW AVERAGE (Below the generally accepted standard)
- ☐ AV AVERAGE (Qualified to degree seldom achieved by others of grade)
- ☐ EX EXCELLENT (One of the clearly superior individuals of his grade known to the reporting senior)

The layout under the "PERFORMANCE" category would look like the below:

Regular Duties						
<input type="checkbox"/> NO	<input type="checkbox"/> UN	<input type="checkbox"/> BA	<input type="checkbox"/> AV	<input type="checkbox"/> AA	<input type="checkbox"/> EX	<input type="checkbox"/> OS

The factors listed under "performance" are job related and do not reflect or emanate from personal traits, qualities or characteristics. The question answered is how has this individual performed in his primary, regular duty assignment during the specific period of time covered by this report? The same question is asked concerning additional duties, handling of officers, and tactical handling of troops as applicable to the situation. A straightforward measurement can therefore be applied to the "performance" of the individual reported on by this report. Recurring reports for the same

job assignment by the same or different reporting seniors thereby establishes a discernable performance pattern for this particular person. Over time, numerous different jobs, different seniors and increasing responsibilities, sufficient information is obtained for discrimination purposes of officers of the same grade with complementary but also varying jobs. The subjective logic would seem to indicate that the degree of difficulty embodied in different jobs be addressed, and the reporting senior be identified for his consistency or inconsistency in marking. "Performance," as but one of several measurable categories on the fitness report, perhaps can be identified as the "keystone" to Section "B," but only to the extent that it requires all of the other areas of Section "B" and Section "C" in order to fully describe the entire capability of the person reported on.

"QUALITIES" - The 14 factors (14a-14n) describe personal and professional traits and characteristics of the Marine as an individual during the period covered by the report.

ENDURANCE - (physical and mental ability for carrying on under fatiguing conditions)

PERSONAL APPEARANCE - (The trait of habitually appearing neat, smart, and well-groomed in uniform of civilian attire and maintaining the height-weight ratio prescribed in current directives)

MILITARY PRESENCE - (The quality of maintaining appropriate dignity and soldierly bearing)

ATTENTION TO DUTY - (Industry; the trait of working thoroughly and conscientiously)

COOPERATION - (The faculty of working in harmony with others, military and civilian)

INITIATIVE - (The trait of taking necessary or appropriate action on own responsibility)

JUDGEMENT - (The ability to think clearly and arrive at logical conclusions)

PRESENCE OF MIND - (The ability to think and act promptly and effectively in an unexpected emergency or under great strain)

FORCE - (The faculty of carrying out with energy and resolution that which is believed to be reasonable, right, or duty)

LEADERSHIP - (The capacity to direct, control, and influence others and still maintain high morale) This trait should be evaluated in terms of staff as well as command responsibilities. The capacity to direct, control, and influence staff actions is as indicative of a Marine's leadership ability as is performance in a command or decisionmaking position. In addition, the ability to effectively communicate decisions, recommendations, and directions either verbally or in writing,

or both, should be considered.

LOYALTY - (The quality of rendering faithful and willing service, and unswerving allegiance under any and all circumstances)

PERSONAL RELATIONS - (Faculty for establishing and maintaining cordial relations with military and civilian associates)

ECONOMY OF MANAGEMENT - (Effective utilization of personnel, money, and material resources). This trait reflects the ability of the individual to efficiently and economically organize available resources within fiscal and manpower limitations.

GROWTH POTENTIAL - (The capacity for professional development and assignment to increasingly demanding duties)"⁵

Each of the above areas are arrayed and marked in the identical fashion to that of "Performance." The fourteen quality indicators provide for a complete and objective definition of the officer or enlisted Marine reported on. It is important to note that the qualities pertain to personal or individual qualities and not to job performance within the context that "Performance" does. Qualities relate to the individual makeup, the traits that are descriptive of the individual. Significantly, the question of ranking or prioritizing the quality indicators is a

genuine inquiry as to whether "Leadership" (14 j) is more important than "Personal Relations" (14 l), that "Growth Potential" (14 n) is more important than "Personal Appearance" (14 b) and therefore should be weighed.

By current directives, each block of Section "B" has equal weight and thus it would be necessary to aggregate all 7 factors of "Performance" as well as the 14 factors of "Quality" to include the other blocks (15-21) contained within the section. A good argument is made that all blocks of the fitness report which are important markings for the reporting senior should also be important to selection boards for the complete picture, the evaluation of the complete Marine. It should also be noted that the spread of markings, i.e., from "Not Observed" through "Outstanding" (as shown on page) are used for the 14 factors.

Objective markings of the 14 factors of Section "B," constituting performance and qualities over a specified period of time, provide for a clear, discernable perspective of a Marine's personal abilities to perform in a specified assignment, and the highlighting of personal qualities that describe the Marine's current personal traits and projected growth.

The assumed practice of reporting seniors marking and submitting inflated reports is sometimes used as an argument relative to the value of Section "B." The argument

cites an inability to finitely discriminate between Marines in the vital area of performance and qualities. As a matter of emphasis, that is not the case. Section "B" provides for precise and detailed discrimination on the current fitness report. Whether it can be used manually and without a value assessment or weighing mechanism is the pertinent question. Additionally, there appears to be an increased effort in describing and amplifying the markings of Section "B": within the written section "C." To that point, Section "C" has become important beyond its originally intended purpose in the performance appraisal system--primarily due to the lack of a good concept and workable means of aggregating and tabulating the marking factors of Section "B."

Another area of Section "B" provides for the "Estimate of the Marine's General Value to the Service." This factor provides for a judgement that is in addition to, not necessarily derived from, the "Performance" and "Quality" factors. The marking in item 15a illustrated below, is as an independent judgement and not a summary of marks or averages of "Performance" and "Quality." Realistically, general value must exist as an extrapolation of the preceeding factors into the marking judgements.

FIGURE 2. ESTIMATE OF GENERAL VALUES AND DISTRIBUTION

15a. Your estimate of the Marine's "General Value to the Service"

NO	UN	BA	-	AV	-	AA	-	EX	OS
----	----	----	---	----	---	----	---	----	----

15b. Distribution of Marks for all Marines of this grade:

							5	1	2*
--	--	--	--	--	--	--	---	---	----

* Total of 8 persons marked by reporting senior

The rendering of a judgement relative to "General Value to the Service" for even short periods provides for a snapshot in relation to the overall rating of the fitness report, which over time forms a credible composite of "worth" to the Marine Corps. The unusually wide spread of possible markings provides an increased basis for detailed discrimination relative to "General Value." The increased spread ideally should provide for easy quantification and also an increased measure of discrimination between record. When combined with the 21 marking factors of "Performance" and "Quality," the "General Value" marking becomes increasingly significant as a part of the overall evaluation of the Marine.

A relatively new innovation for relating a Marine's performance to contemporaries of the same grade and marked by the same reporting senior results from block 15a of the fitness report, marked in 15b. Its purpose is to relate the value marking of a Marine in order to reflect the spread of marking of contemporaries during the same reporting period. As such, a reviewing officer and selection board, from a review of this block, would derive a relative standing of competition with contemporaries marked by the same reporting senior. Conceptually, the relative numbers of officers or senior enlisted marked above, with and below the person reported on carries with it an indication of how the person competes with contemporaries. This type of a distribution process and competitive arraying is commonly referred to as "Truth Tellers."

The "Truth Teller" lives amid controversy because many Marines perceive the arraying as not being credible, since it is not necessarily indicative nor a true measure of the person or their ability to compete with contemporaries. Whereas "Performance," "Quality," and "General Value to the Service" reflects directly on the person's ability to do the given job, his personal traits and characteristics. A judgemental view of the

"worth" of the individual to the service, the "Truth Teller" distribution is almost totally dependent on the luck of the draw. The individual has little to say about the number of contemporaries that he is competing against or the relative equality of the group he might be marked with. Additionally, a vast number of Marines are consistently sent to jobs where there are no other Marines of the same grade. Therefore, it is not uncommon to find an increasing number of perceived top performers that do not compete directly with Marines of the same grade with a common reporting senior.

Perhaps the significance of the "Truth Teller" should be determined by its use by selection boards, and the relative merit of the factor as it relates to the ultimate decision to either promote or fail a Marine, the weight that is assigned when considering the overall abilities, qualities and potential of an individual, and the uniqueness of quantifying only this by-product of the fitness report.

Currently, the "Truth Teller" is the only factor that appears to be quantified by most selection boards convened at Headquarters Marine Corps. Therefore, since it is quantified, the relative number translated to a percentile

carries with it a significance that is apparently important to selection boards. This in itself points to the possibility that the "Truth Teller," because it can be quantified easily, has also assumed an importance well beyond that originally intended; indeed an importance that could be considered detrimental to the selection process itself if it is used as the driving performance indicator . Although most boards are using the "Truth Teller" as a major element of the selection process, a written policy apparently does not exist ; an interesting legalistic question on the validity of selection.

The below formula was derived from forms currently in use by selection boards (see Appendix 4). As a means for identifying relative percentile standings, the computation is made from this formula:

$$\frac{B \text{ (Below)} + W \text{ (With)}}{B \text{ (below)} + 2W \text{ (with)} + A \text{ (above)}} \times 100 = \text{Percentile}$$

For the most part, the formula is not applied against a single report, but over several reports in order to establish a relative standing, trend and percentile. Since the "Truth Teller" has limited direct relevance to the fitness report markings of performance, qualities and general value, its use must be carefully weighed and every effort made to place the derived percentile within the context of the

"total" person being reported on. It is possible with the formula for a person to have exceptional overall Section "B" markings while at the same time have relatively low "Truth Tellers." What those low percentiles would mean in relation to an otherwise tiptop record should be of great concern by all of the selection boards.

Interestingly enough, the spread of markings do not consider the block identified under "General Value to the Service." Therefore, a mix of B+W+A could occur just as easily at the average mark or even lower marks without the relevance of the block and "below" and "above" being correctly indicated. That is to say that the "Truth Teller" formula does not consider the location of the principal mark, i.e. that of the person being marked in the quantification.

When a Marine is the only one of his rank being graded or reviewed by a reporting senior, then the report is referred to as a "One-on-One." This condition thereby provides a modifier condition to the meaning of the "Truth Teller" in relation to the person marked. It is not unusual for a Marine to have top performance and quality markings, and a relatively low "Truth Teller" percentile with a high percentage of "One-on-One" reports. Inconsistencies occur when the person being reviewed has relatively few markings as a result of special

jobs, certain occupational specialities, and those assignments wherein a large preponderance on "One-on-One" reports are necessitated. Over time, numerous One-on-One's appear to offset either high or low truth tellers. The credibility of the "Truth Teller" is not overly high and its use as principle gauge of performance, or even relative standing, must be closely and carefully examined in light of the evaluation of the "whole person."

The evaluation area, Fig. 3, states that with my knowledge and impression of this Marine, "I (particularly desire) to have him under my command under the requirements or mental stress of war." As worded, this block has little relevance to "Performance," but it may be strong in relevance to the personal qualities and traits of the Marine reported on. It is an illuminator, however, and a part of the overall pattern in developing a full description of the person reported on. In the past, it has been perceived that a marking in any category other than "Particularly Desire" would be tantamount to the proverbial "Kiss of Death." As such, this area does not provide much assistance in discriminating between Marines. Without question, in some cases, it tends to obviate the preceding detailed evaluation areas of "Performance" and "Qualities," "General Value to the Service" and the

"Distribution" or "Truth Teller" markings. This is possibly a weak area in the fitness report itself, from the viewpoint that it is so restrictive it tends to evoke the "pass" or "fail" situation. Also, the section does not provide for a means of qualification or illumination except for verbal comments that may or may not be included in Section "C."

FIGURE 3. PREFERENCE FOR COMBAT, SOURCE: FITNESS REPORT (Form 1610)

16. "Considering the Requirements of Service on War, indicate your attitude toward having this Marine under your command."

☐

Not
Observed

☐

Prefer
Not

☐

Be
Willing

☐

Be
Glad

☐

Particularly
Desire

Block 17 provides amplifying information as to whether commendatory, adverse, or disciplinary reports have been submitted during the period of the report. If such reports have been submitted, the reporting senior is obliged to include same with the report. Commendatory reports obviously add to the performance pattern of the Marine concerned. Disciplinary action reports also provide for balancing of "Performance" and "Qualities" in relation to the "General Value to the Service."

Block 18 simply indicates whether the fitness report

submitted was based on observation of daily, frequent, or infrequent basis. Daily observance is almost mandatory for the reporting senior to fully have sufficient information on the individual to be reported on.

Block 19 provides the marking senior the opportunity to indicate whether the Marine is qualified for promotion. Criteria for rendering this judgement is not specified. It does provide for "flagging" of personnel for accelerated promotion by omission of a mark, and by the inclusion of supporting comments within Section "C."

Block 20 is an assessment by the reporting senior as to a recommendation to the Assignment Branch, Headquarters Marine Corps, as to where the Marine should be subsequently assigned or at least the type of job the Marine should have.

Section "C," Concise Character Assessment. The primary subjective area of the fitness report is Section "C," wherein the reporting senior amplifies the marking of the previous completed Section "B" by providing a "Concise appraisal of the professional character of the Marine reported on."⁶ Due to the requirement for brevity, this section often has a large amount of "key words," a maximum use of adjectives to amplify the character of the Marine. Additionally, any area in Section "B" that might be construed as marginal

markings or entries that require explanation should be addressed in Section "C."

In the past, it has been common practice for reporting seniors to amplify the Marine's performance by appending several handwritten pages. Such amplification has led to increased usage and reliance on the written comments of the section at the expense of the use of objective markings of Section "B." A recent decision and directive from Headquarters Marine Corps will help alleviate this problem by requiring that Section "C's" be typed, and recommending that the additional remarks be kept within the space allocated on the fitness report. Additional pages can be included but they are discouraged. This restrictive effort places increased pressures on the promotion process to define a more meaningful, workable, total system that utilizes all of the fitness report markings.

A key element of the Marine Corps fitness report system is the role of the reviewing officer. "His principle role is that of applying a different and more experienced perspective than that of the reporting senior in scrutinizing completed fitness reports prepared by subordinate reporting seniors. The reviewing officer brings a degree of consistency and overall quality control into the performance evaluation cycle."⁷

Simplistically this occurs by a reviewing officer concurrence or disagreement with the fitness report markings of the reporting senior. Remarks can amplify and add credence and weight to a Marine's performance or the remarks can take exception to the marginal marks in either direction, high or low markings, if so desired. These remarks provide a necessary ballast, a balance within the overall fitness report and Performance Evaluation System.

Evaluation

The USMC Fitness Report (Form 1610), as a key element to the overall Marine Corps Performance Evaluation System, is a unique document. It is a good document for the purpose intended; it provides almost 30 areas for evaluation of a Marine. The judgemental areas are fully capable of providing a complete analysis of a Marine in the areas of performance, qualities, value to the service and other descriptors. Principal ones include:

- | | | |
|------------|---|----------------------------------|
| Objective | { | . Performance |
| | | . Qualities |
| | | . General Value to the Service |
| | | . Distribution of Peer Markings |
| | | . Preference for Service in War |
| Subjective | { | . Section "C" Character Comments |
| | | . Reviewing Officer's Comment |

Amplifying and Supportive:

- Objective {
 - . Administrative Data
 - . Commendatory, Adverse, Disciplinary
- Subjective {
 - . Qualified for Promotion
 - . Recommendation for Duty Assignment

The performance Evaluation System (PES) and the current USMC Fitness Report (1610) offer a rather complete, sophisticated and encompassing view of a Marine. The information required to view a Marine, relate that person to a particular grouping and determine the best qualified, is feasible, though currently not totally practicable, based on a review of actual usage by selection boards. The fitness report itself is an exceptionally well constructed and useful document. Its value for the selection process, though, has not yet been captured to the extent that the use of the fitness report is optimized. The addition of automation for use with the fitness report has greatly increased the utility of some of the information. It is certainly a step in the right direction. Chapter III will deal in greater detail with the promotion process and the use of new aids and techniques in the quest for a more capable and credible formula for discriminating between personnel.

CHAPTER III

UNIQUE ASPECTS OF THE SELECTION PROCESS

Selection Board Process

The Marine Corps selection board process is the system whereby the best qualified officers and senior enlisted are recommended for subsequent promotion to higher rank. It is a vital system for the maintenance of the Marine Corps as a viable, highly regarded and prepared military service, as well as for the morale and confidence of the individual Marine. It is a system of high visibility, yet it is not clearly defined as to procedural aspects, and criteria used. Indeed, there appears to be no discernable standard stated as a matter of policy.

The promotion process appears to evoke considerable emotion, discussion and even apathy for some, in the belief that someone knows how it works and that the "system takes care of itself." Incongruous as it may be, many Marines who know every technical detail on aircraft systems or tanks, who can describe flight envelopes, structural dynamics, weapons capabilities and characteristics, are nevertheless hard-pressed to describe the promotion system or a selection board. It is very difficult for them to visualize how their "outstanding record" compares in competition with their peers.

They cannot articulate the "standard" by which they will be judged for that next promotion.

The aftermath of a selection process can produce querulous observations in that many are dismayed by the non-selection of persons they know as top performers. There is a tendency to question the comparative performance of others that were selected. Total agreement cannot be expected with any group as to those who should have been selected. Marines appear to perceive a set of personal values and interpret them as the Marine "standard"--obviously leading to differing perspectives. Yet, selection boards must choose by majority vote. The fact that selection boards select and recommend successfully certainly suggests that the boards can identify and aggregate a "standard"--at least for that board and that population, in the zone at that time.

Annually, 20% of the Marines Corps officer corps compete for possible selection and subsequent promotion to a higher rank. Selection boards, convened at Headquarters Marine Corps, are in session most of the time during a year. During 1979, some 21 boards will be convened to recommend active duty and reserve personnel for promotion from staff sergeant through major general. Five additional boards will meet for top level and intermediate level schools' scholarship selections, and formal schools:

Several hundred board members of all senior ranks will converge on Washington, D.C. to participate in the selection process. The members will work long, arduous hours for an estimated aggregate of 700 meeting days. In order to meet such a schedule some are in session simultaneously. Every board is autonomous and assumes its own unique character.

Board member travel and transportation costs alone are estimated at \$293,000. During 1978 over 5,000 officers and 7,071 senior enlisted members were selected for promotion. The press of business is constant and demanding for all associated with a selection board; the results effect all Marines.

Efforts to articulate the detailed procedures and standards of criteria used by boards have not been markedly successful due to numerous factors, not the least of which is the evolutionary nature of the process. How can a career force maintain faith in a system so vital to the personal welfare of every Marine, without understanding more about the selection system?

Are retention problems related directly or indirectly to the lack of understanding of the promotion system? From our analysis, it is clear that the general policy guidelines provide for maximum board flexibility. At the same time,

there appears to be a void, a mystique about the promotion system, how it works, and the criteria used. Additionally, questions arise relative to source documents, how fitness reports are used, how comparisons are made between records. What is the impact of having a command, a Joint Staff tour, a top level school? What part does demographic data such as education, age, etc. play in Marine Corps One-on-One fitness reports, and how important is the "Truth Teller?" These are but a few of the responses from officers interviewed on the subject of selection boards. The responses indicate the lack of understanding of the single most important aspect of the Marine--the future.

This chapter will look at the written policy relative to selection boards, their authority and basis thereof, and the current selection board process. For the purpose of this report, the process will concentrate on active duty officers.

Authority for USMC Selection Boards

The basic authority for the evaluation, selection and promotion of Marine Corps officers is contained in the statutes of the United States as codified in Title 10 USC. The Secretary of the Navy is specifically charged with implementing the provisions of law for the promotion of an officer of the

Naval Service. Generally, the law provides that "promotion to the grade of captain through major general inclusive, may be made only upon approved recommendation of a selection board."⁷

The promotion Manual states that:

1. "Selection boards are convened annually by the Secretary of the Navy to recommend officers for promotion.

2. An officer in any grade who becomes eligible for consideration for promotion shall, regardless of failure or failures of selection for such promotion, remain so eligible while on the active list of the Marine Corps or maintains an active status with the Marine Corps Reserve.

3. An officer eligible for consideration by a selection board has the right to forward a communication inviting attention to matter of record deemed important in the consideration of that officer's case. Such communication shall be forwarded through official channels to the Commandant of the Marine Corps (Code MMPR-1) and shall not criticize any officer or contain any reflection upon the character, conduct, or motive of any officer. The communication of an officer being considered by a Regular officer board must arrive not later than 10 days after the convening date of the board.

4. In addition to recommending officers for promotion,

a regular officer selection board is instructed that from among those officers eligible for consideration, it shall report the name of each officer with less than 20 years of service whose record, in the opinion of the board, indicates unsatisfactory performance of duty in present grade, and, in the opinion of the board, indicates that the officer would not satisfactorily perform the duties of a higher grade.

5. In each grade the junior officer in a promotion zone and all senior officers of the same category eligible for consideration shall, if not selected for promotion, be considered as having failed of selection for promotion. No officer junior to the junior officer in a promotion zone is ever considered as having failed of selection. The status of having once failed of selection for promotion shall not be considered as prejudicial to an officer with respect to his/her qualifications, his/her fitness for naval service, or his/her eligibility for selection for promotion by the next succeeding selection board."⁸

Male officers of the Marine Corps and Marine Corps Reserve on active duty with the Regular Establishment are eligible for consideration for promotion by a selection board in the fiscal year in which they will have completed

years of service in grade as indicated:

1. Brigadier generals and colonels (3), lieutenant colonels (5), majors and captains (4), first lieutenants (2).

2. Whenever the operation of the section of law relating to service in grade requirement is suspended, eligibility requirements for consideration by selection boards shall be as prescribed by the Secretary of the Navy.

3. Of the officers in any grade designated for limited duty who would otherwise be eligible for consideration for promotion, by reasons of having completed the periods of service stated above, only the junior officer in the promotion zone of officers designated for limited duty and all limited duty officers senior to him in the grade concerned shall be eligible for such consideration.

"Women officers of the Marine Corps and the Marine Corps Reserve on active duty with the Regular Establishment in the grades of lieutenant colonel, major and captain become eligible for consideration by a selection board for promotion to the next higher grade in the fiscal year in which they will have completed 4 years service in their grades, computed from dates of rank. Women first lieutenants shall become eligible for consideration by selection boards

after they have completed such period of service in grade as the Secretary of the Navy may prescribe. Women officers shall retain such eligibility until recommended for promotion in the approved report of a selection board or until separated from the active list.

Warrant officers shall be considered for permanent promotion to the next higher grade sufficiently in advance of the date on which they will have completed service in permanent regular warrant officer grade as follows:

Warrant officer, W-1, 3 years

Chief warrant officer, W-2, 6 years

Chief warrant officer, W-3, 6 years

so that they may be promoted as of the day after the date on which they will complete that service. They may be temporarily promoted at earlier dates under regulations prescribed by the Secretary of the Navy."⁹

Officers on active duty with the regular establishment recommended for promotion in the report of a selection board are considered for promotion upon approval of the report by the Secretary of the Navy and the President. Names are placed on a promotion list in the grade for which selected in the order of their precedence at the time of approval of such report following the names of any officers selected for

promotion to the same grade in an earlier approved report.

Promotions are made from those officers whose names are on a promotion list in the order in which their names appear. Officers become eligible for promotion as vacancies occur in the appropriate grade among officers of the same category.

Certain sections of law provide that officer promotions shall be governed by such regulations as the Secretary of the Navy may prescribe. The following regulations have been prescribed by the Secretary of the Navy for the administration of appropriate sections of law relating to officer promotions.

Commissioned officers on active duty with the Regular Establishment: Qualification for promotion:

- "No officer in the grade of second lieutenant in the Regular Marine Corps shall be permanently promoted to the grade of first lieutenant until found by a board of examining officers convened by the Secretary of the Navy to be mentally, morally and professionally qualified to perform all the duties to which the officer might reasonably be expected to be assigned in the grade of first lieutenant.

- No officer shall be promoted to the grade of captain, major, lieutenant colonel, or colonel, until found by a board of examining officers convened by the Secretary of the Navy

to be professionally qualified to perform all the duties of the grade concerned to which the officer might reasonably be expected to be assigned, or until found by a selection board empowered by the Secretary of the Navy to act as an examining board to be professionally qualified to perform all the duties of the grade concerned to which he/she might reasonably be expected to be assigned.

- The case of an officer who has been selected for promotion but who has not been found professionally qualified for promotion shall be referred to a board of examining officers convened by the Secretary of the Navy, together with the officer's official records, for a determination as to whether he/she is or is not professionally qualified for promotion. In any case in which an officer's official records do not demonstrate to the satisfaction of the board that he/she is qualified for promotion as prescribed in subparagraphs (1) and (2), above, the officer concerned shall have the right to a full and fair hearing before the board if he/she shall demand it. The record of proceedings of the board in any case in which the board finds that an officer is not qualified for promotion shall be forwarded to the Secretary of the Navy, via the Judge Advocate General of the Navy, for approval, disapproval, or orders in the

case. No determination that an officer is not qualified for promotion as prescribed in subparagraphs (1) and (2), above, shall be considered final until after hearing pursuant to this paragraph, or waiver thereof that the officer concerned is not so qualified."¹⁰

Physical Qualifications for Promotion:

- "No officer of the Regular Marine Corps or of the Marine Corps Reserve on the active duty may be promoted to officer grade above WO, W-1 until, as reflected by his/her most recent physical examination, it has been determined that he/she is physically qualified for promotion.

- The foregoing may not exclude from promotion an officer who if otherwise eligible is determined to be not physically qualified for promotion when it is determined by the Chief of the Bureau of Medicine and Surgery that the officer's physical disqualification was by reason of wounds received in the line of duty and that such wounds do not incapacitate the officer for the performance of useful service in the higher grade.

- Officers having been found physically qualified for temporary promotion to a grade pursuant to these regulations and who are serving in that grade shall not again be physically examined for permanent appointment in that grade."¹¹

Final selection board reports are submitted in writing to the Secretary of the Navy, via the Commandant of the Marine Corps.

The Secretary of the Navy can approve the report of the selection board or may remove names of one or more of the officers recommended for promotion. If the latter occurs, he may return the report to the board for further consideration and recommendation. The board may recommend additional officers for promotion in numbers equal to the number of names removed.

Having established the importance and visibility of the selection process and the authority and parameters of such as contained in Title 10, higher authorities have provided the Marine Corps with maximum flexibility for convening and conducting selection boards.

The above described authority for the conduct of promotion boards from the Secretary of the Navy enables the Marine Corps to schedule, convene boards, and recommend those selected for subsequent approval by the Secretary of the Navy, and the President.

Organization of Selection Boards

Several branches and Departments at Headquarters Marine Corps are involved in the selection board process.

The size of the promotion zone for a given group is provided by the Manpower plans and Policy Division (MP) of the Manpower Department and is provided as an input to the Promotion Branch (MM), Personnel Management Division who has overall headquarters cognizant for scheduling, convening and reporting out of board results. The officer assignment branch (MMOA) and the enlisted assignment branch (MMEA) of the Personnel Management Division (MM) provide for the procurement of the requisite board members from representative commands throughout the Marine Corps.

Selection boards meet throughout the year, and in some cases overlap. The most active board period generally occurs in the second quarter of the fiscal year with the convening of general officer boards, active duty Colonel and Lt Colonel selection boards. Duration of a board varies with the size of the zone population. In FY1979, the large GYSGT, S/SGT and LDO selection board will each meet for about 63 board days. By comparison, the smaller promotion zones to the rank of Colonel, Lt Colonel are scheduled for 21 days, Major selection boards 35 days, Second Captain boards 28 days.

From a personnel standpoint, officer and enlisted boards are organized differently. This is due primarily to the selection of senior enlisted personnel in relation to the appropriated allocations within occupational fields. For

purposes here, enlisted selection boards will generally have 18 members while active duty officer selection boards are normally composed of 9 officers, including the President of the board.

Board members and the President of the board are named in writing at an appropriate interval prior to convening of the selection board. The notification basically provides for a convening date, time, and for identification of travel appropriation data. For a majority of the board members, participation in a headquarters selection board is a new experience; a key consideration relative to board procedures.

The Precept

The key initiating document for a selection board is the "Precept." The precept is provided under the signature of the Secretary of the Navy, addressed to the designated President of the selection board. This document provides for the following:

- Convenes a board for selection purposes and a naval examining board to examine those officers recommended for promotion.
- Names the President of the board and additional members.
- Names a recorder and assistant with an appropriate

oath or affirmation that will be administered by the President of the board.

- After being administered an oath, the recorder, in turn, administers the following oath or affirmation to the other members of the board:

You, and each of you, do solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the naval service, perform the duties imposed upon you by law. So help you God. 12

- CMC, action for the Secretary of the Navy, "furnishes the board with names and records" of those persons eligible for consideration for the particular grade. Eligibility is determined as of the date the board convenes. Names of those in the promotion zone are indicated.

- Some bounds are placed on the board by indicating the maximum number to be recommended, and by providing additional stipulations for consideration and selection of personnel in critical areas such as legal officers. The March, 1979, Lieutenant Colonel Board Precept generally addressed criteria in the following manner:

Subject to the selection criteria established by statute and set forth in this precept for the various categories of eligible officers, the law requires the uniform application of the appropriate criteria for all officers of each category under consideration. The fact that an eligible officer is above, within, or below the promotion zone is immaterial to the determination of whether that officer meets the criteria established by law for his category. 13

It stated further:

Officers on the active list (officers of the Regular Marine Corps, other than retired officers, holding permanent appointments in grades above chief warrant officer (W-4), who are recommended for promotion shall be those whom the board considers best fitted for promotion; that is, they shall be selected as best fitted to assume the duties of the next higher grade. From among those eligible officers on the active list who are junior in lineal rank to the junior officer in the promotion zone, the board may recommend as best fitted for promotion a number of male officers that does not exceed five percent of the total number of such officers that the board is authorized to recommend for promotion. Officers not on the active list recommended for promotion shall be those whom the board considers qualified for continued active duty in the next higher grade.

The board is directed that administrative staff duty, duty in aviation, supply duty, or duty in any technical specialty performed by an officer of the Marine Corps shall be given weight by the selection board in determining fitness for promotion equal to that given line duty equally well performed.

In making its determinations, the board shall give to service in, and evaluation reports from, Joint, Combined, Allied and Office of the Secretary of Defense Staffs, the same weight that is accorded to service in, and evaluation reports from, the Department of the Navy. 14

The precept provided the board with instructions relating to medical interpretation should it be needed, with special emphasis on the aspects of equal opportunity in promotion.

The final report of the board is in writing, signed by all members. It certifies compliance with all instructions

and directions contained in the precept, and stipulates that the recommendation and report represents the opinion of at least two-thirds of the board members.

The recommendations of the board are sent to the Secretary of the Navy via the Commandant of the Marine Corps and the Judge Advocate General of the Navy for legal review.

Although seemingly providing general guidelines for criteria and standards, the precept is noticeably void of meaningful parameters for use by selection boards in discrimination between records. The essence of the precept is:

1. Select those that are "best fitted to assume the duties of the next higher grade."
2. That all of those eligible are duty-wise equal to that weight given line duty officers.
3. Equality of consideration for persons on Joint, Combined, Allied and Office with those within the Department of the Navy.

It is perceived then that the thrust of the precept is to insure that all of those eligible for consideration from a duty standpoint are treated the same, with their record being the principle determinant. That being the case, there appears to be a need for a definitive and consistent criteria or standard to apply against the official records of those

competing for selection. A means for evaluation of the entire record, as described in Chapter II, is the primary responsibility and also the most difficult task of a selection board.

One of the first duties of the President, and sometimes the hardest, is determining the detailed procedural aspects of the board. With a period of three weeks and several hundred voluminous records, a standard approach for command usage by all members of the board is desirable. "Discrimination" is the name of the game. To find a readily adaptable means of deciphering a very complete and detailed record of performance, with years of information, varying assignments, circumstances, and inconsistencies created by personal traits of reporting seniors, is the problem.

What does "best fitted to assume the duties of the next higher grade" really mean? How do we get an aviation and ground control colonel to agree on "best fitted?" To further complicate the problem, consider the record of a lieutenant colonel with 21 years experience. The official record (the only basis authorized for use in determining his qualification for selection) would consist of over 700 historical pages, to include administrative, contractual, performance, and commendatory or adverse information. Over 100 fitness reports could be in the record. How far back in a man's career

history should a board go? Given the detail in the current fitness report described in Chapter II, a detailed review of 100 fitness reports would entail long and arduous hours, well beyond that allotted a selection board.

Time is critical and often the driving factor of a selection board; time to review voluminous records, analyze and compare them against a standard or some measurement, brief the record for voting by the members, and to in turn listen to briefs of other board members.

Use of Worksheets and Briefing Guides

Due to some constraints and a need to organize information, most selection boards revert to various forms of worksheets and briefers guides either used by previous boards, or especially prepared for the board. These worksheets are used to extract source data from the official record. Currently there are approximately 20 different forms and formats made available for use by selection boards. Samples of these forms are shown in Appendix 4. There are elements of commonality in the forms:

- Administrative/identifying information report
- Educational information both military and civilian
- Some performance and/or quality quantification in varying amounts derived from Section "B" of the fitness report.

- An arraying of "Truth Teller" data and a derived percentile.

- Worksheet space for subjective comments and analysis.

Some interesting observations can be derived from the forms and their usage.

1. Not all of the administrative data that is needed on the forms is available simply from the official record, and thereby requires additional sources of information.

2. The very design of the forms has led to a determination that only a few of the performance and quality indicators are important, and therefore the remainder of the factors are excluded from the quantification efforts. Additionally, on two of the forms, the weighing of those factors are at variance.

3. In some cases, General Value and Distribution weighing is twice that of regular duties (i.e., 6 point weight for regular duties and 12 points for the top category for value to the service).

4. The "Truth Teller" formula does not take into account relative location of the mark, i.e., an average performer marked with below average performers arrays the same as an outstanding to an excellent performer.

5. In some cases, the quantified performance index

score that is derived by selecting certain of the performance and quality indicators, multiplying them by total months and aggregating them, has assumed a significant degree of importance in that the performance index score provides a basis for comparing personnel for initial "groupings."

The "Functions of a Promotion Board," Appendix 5, was prepared for use by one of the senior officer boards during 1979.¹⁵ It is a highly descriptive document which captures the essence of the selection board problem. In that report, a methodical approach is provided for manually organizing various important aspects of a person's record so that several factors can surface. These factors would then be the loose framework for a standard wherein both the objective and subjective aspects could be synthesized.

A key problem in using preprepared forms is the sole reliance on a manual translation of information from a source document(s): the data must be organized, tabulated, analyzed, interpreted, and correlated in light of the defined "standard." The time-consuming manual effort to organize and tabulate objective data is the essence of the time problem which faces each and every selection board.

Over the past several years, several automated aids and systems have evolved in an effort to assist in the selection process. At the present time, there are three systems that have a direct impact on the selection process.

- Automated Fitness Report System (AFRS) (Appendix 1)
- Manpower Management System (MMS) (Appendix 3)
- Marine Automated Personnel Records System (MAPRS) (Appendix 2)

From the "Functions of a Promotion Board" document, one can readily see what the selection board needs most is information. The necessary information is of a demographic and performance nature, and is administratively bent. A comprehensive listing of information requirements was compiled from the various forms used by boards in an effort to find the fundamental source for the information. The listing is shown in Appendix 6.

The Need to Tabulate

Interestingly enough, all of the information resides in one or more of the automated systems mentioned in the previous paragraph. Therefore, the precise problem that

a board member faces is locating the proper source document or form, ferreting out the appropriate information, verifying that the information is in fact accurate, and then recording the information on one of the worksheets. This is a huge task, one that requires time, patience, and a degree of knowledge relative to the source documents used. How this is accomplished by each board becomes the crucible that subsequently formulates a "standard" for that particular board. An example of this process is the use of the performance Index form, Appendix 4. This form provides for administrative/demographic information on the front of the form, and for performance data on the back of the worksheet. It requires that information be pulled from the Master Brief Sheet, an automated output from the AFRS that provides fitness report information, administrative data from the officer qualification record itself, and demographic data that is provided by the MMS. From a performance viewpoint, it is highly significant that the form uses only regular duties from the performance area, appearance, initiative, and leadership from the quality area, and general value, distribution and preference. Completion of the form provides for a tabulated performance index score. What does the score mean, and how is it used?

According to former board members, the performance index score is an initial indicator for grouping the persons being reviewed. In essence, a high score would justify making the person a number one contender. As an example, a score of 340 is the maximum in the top group of competitors. Those with lesser scores would be grouped into lower categories. What this means, in essence, is the briefing sequence or order to brief could be derived through the use of the performance index score without a complete analysis of the man or woman's record. Ideally, the performance index would be used in conjunction with the subjective factors contained in Section "C," reviewing officer remarks, if any, and in conjunction with demographic information. The partial use of performance and quality factors does not appear warranted based on a review of current directives and policies. The fitness report, specifically Section "B," provides for a detailed and complete measurement of the individual--if the use of that section is optimized through total quantification.

Irrespective of the form used, the board member must eventually get to the source document, the officer qualification record. Within the record are contained all of the originals, fitness reports, information of a commendatory or adverse nature, photographs, and other miscellaneous information required. A key area that will be reviewed by

the board member is Section "C" of the fitness report, and remarks by the reviewing officer. The written subjective information provides another piece of the puzzle and can be used to more effectively argue a case for the Marine being briefed. Section "C" helps to explain irregularities, dips, and other inconsistencies. Within the scope of the forms currently in use by the various boards, all of them require the board member to cite the official record, translate key information onto a worksheet for tabulation and use with the analysis and interpretation, to culminate with a briefing and voting by the board members. This manual manipulation and tabulation is time-consuming, redundant, and not necessarily revealing as to the details of the individual. The advent of the microfiche system will mean that even more time will be needed in order to manually do the types of things that boards are doing now.

Conversion of Paper Records

By December, 1980, the promotion board process will be faced with the problem of handling official personnel records in microfiche form. The conduct of a selection board will significantly be affected by the application of automation and a system of microminiaturization to the personnel records process, and by the historic change of

paper personnel records to a microfiche film media. The 352,000 records maintained at headquarters, consisting of 25 million document pages, will be fully converted and the paper record will become an item of history.

This highly significant event has already signalled procedural changes. Therefore, within the next 16 months, selection board processes will be required to operate from microfiche, and viewers or new means for summarizing and tabulating personnel performance information must be found.

The changeover affects both officer and enlisted records with the enlisted records being the first to be converted. Some 319,000 enlisted records are scheduled to be converted and by August, 1979 over 50% of that total will be completed into the new microfiche mode. All of the enlisted records will be completed, if the present schedule holds, by May, 1980. Commencing in June, 1980, the 33,000 Marine officer records will start the conversion process. All of the officer records will be changed to the microfiche mode by December, 1980.

Promotion boards will have to contend over the next two years with records that will be appearing in two different modes. This situation can be expected to further aggravate the speed and accuracy of the boards, adding to

the already difficult problem of synthesizing information from several sources. The changeover is required and it is a massive and costly effort. It will also usher in a new system of promotion board procedures that, if handled appropriately and on a timely basis, could greatly benefit the Marine Corps. The microfiche system and the system synthesis of MMS, AFRS and the MAPR program could be one of the most significant efforts accomplished by the military services.

The current on-going changes that are occurring in the enlisted records conversion have resulted in procedural changes within various Departments of Headquarters Marine Corps, but primarily within the Personnel Management Division of the Manpower Department Assignment records already in the microfiche form. The new media is a vast improvement over the former record of paper since the fiche used is a duplicate copy. The master film can be updated, changed or modified, and several duplicate copies can be obtained from the original in a matter of minutes. Additionally, the master record can be up-to-date every day--a fact that does not occur with the single copy paper record being replaced.

Need for Additional Support

As the volume of information has grown, significant steps have been taken to organize the information into broad categories such as administrative, performance, derogatory and commendatory, to name a few. Similarly, as manpower management administrative systems have matured, much of the demographic information on personnel has come to reside within digital systems. The speed and organizational ability of the computer, as well as the accuracy of the personnel information within the Marine Corps Manpower Management System (MMS), has logically led to computer printouts and computer output microfilm (COM) supplements to assist those using the source personnel record.

The Marine Corps use of computers in support of manpower processes has been an exceptional effort over the past few years. The degree of capability that exists today probably exceeds that of any of the military services. That capability is characterized by various ways of ordering information, primarily of a demographic nature, verifiable from the source official record. Selection boards require information from the personnel records and all of it is currently in one of the automated support systems.

Since 1972, some fitness report information has been digitized through the use of optical scanning techniques

for Section "A" and "B" of the report. By adding demographic information from the MMS, the Master Brief Sheet (MBS) is produced (Appendix 7). The MBS does not capture all of the information on the fitness report, notably Section "C" and the reviewing officer's remarks. However, the system has some excellent features and is currently having a rather dramatic impact on the procedural aspects of the boards. As an example, much of the information required to complete the various forms or worksheets can be found on the MBS. In order to obtain all of the information required, a briefing officer must resort to the fitness report original, and in some instances, to the official record itself, for administrative data.

The Master Brief Sheet is a major effort and a significant aspect of the evolutionary quality of the selection process. As mentioned earlier, the fitness reports from 1972 are currently in the system. In some cases, groups of officers' records have been transformed into a useable form for digitizing prior 1972 reports.¹⁶

Figure 4 is an indication of the number of fitness reports requiring processing. It is important to note that nearly all captains and below are currently within AFRS. The major conversion effort remaining is in the field grade

FIGURE 4. AFPS CONVERSION OF PRE-1972 FITNESS REDPORTS*

GRADE	#ACDU	%ACDU	#FITNESS RPTS AUTOMATED	#FITNESS RPTS NOT AUTOMATED	%NOT AUTO	AVG #REC PER OFF	AVG REC NOT AUTO	PROMO BD 5YR AVG	REC TO CONVERT
COL	576	3.1%	23,402	23,748	50%	82	41.2		
LT COL	1389	7.6%	29,656	59,932	67%	65	43.2	159 to Col	6861
MAJOR	3047	16.7%	61,633	67,540	52%	43	22.2	366 to Col	8113
CAPTAIN	4872	26.7%	90,187	14,716	14%	22	3	533 to Major	1610
1ST LT	3919	21.4%	All since 1972	200	5%			1019 to Capt	200
2ND LT	3100	16.9%	All since 1972	-	-	-	-	-	-
WI-4	1320	7.2%	All since 1972	UNK	UNK	UNK			

* As of 30 April 1979

ranks. A manageable conversion effort could be keyed to promotion zones, as a means of insuring that the selection boards commencing FY1980 will have Master Brief Sheets with all of the fitness reports included therein. That step will partially solve one of the many time-consuming aspects of selection boards, but there are other more serious ones remaining.

Today's selection boards have a variety of forms and formats they must use in order to accomplish their assigned tasks. They are now working with:

- The official record, officer qualification record in two forms.
- Master Brief Sheet on paper and microfiche.
- Performance index or other prepared forms/worksheets.

Summary

The very credibility of the entire promotion system may well rest with the timeliness and the decisions rendered relative to synthesis requirements, in melding the diverse, yet highly workable system capabilities of the currently available systems with the important and overriding requirements of the Marine Corps selection process.

The impact of the problem is amplified by the realization that selection boards today receive outputs from

the Manpower Management System (MMS), the Automated Fitness Report System (AFRS), and the Marine Automated Personnel Records System (MAPRS). The source document is the personnel file maintained at Headquarters Marine Corps, the official record and basis for verification of entries used in the other automated systems. Selection board members are therefore faced with a myriad of information from three distinct systems, all in different forms and formats with varying degrees of accuracy and completeness.

The situation that currently exists is indeed a difficult one, since board members are required to operate from data derived from the MMS, AFRS, with paper records and with some of the records in the new microfiche mode. Additionally, the information is just that--information--it is not summarized, tabulated, quantified, or in any way prepared for interpretation by the board members. Therefore, the traditionally slow and laborious process has not been aided relative to the time required for evaluation of a record.

The above analysis provides insight into a rather tedious, slow and demanding selection process. Changes occurring within the next year will directly affect and further degrade that capability unless corrective measures are instituted.

What a selection board needs is information, provided in usable forms and formats. Objective data from Section "B"

of the fitness report lends credence to the need for selection boards to weigh and quantify that objective data in order to discriminate in the areas of performance, qualities, value to the service and preference in combat.

Time is the driving factor of selection boards. Too much time may be spent on the fitness report manually transforming objective data marking, tabulating for analysis, and correlating with subjective data. Even more time will be required for the manual act (described in the conclusion) and the MAPR microfiche transition.

From this analysis thus far, it has been determined that sufficient basis currently exist within the MMS, AFRS and the MAPR to justify additional research into the feasibility of synthesizing the automated systems capabilities to optimize the selection process. Succeeding chapters will delineate the analysis conducted for the stated feasibility effort.

CHAPTER IV

A MODEL AND A STANDARD

Based on the information discussed in the previous chapters, a basic question surfaced: "Was there a more efficient and effective way of doing business?" The answer to that question was assumed to be "Yes." The purpose of this chapter is to investigate this basic assumption, and to discuss the feasibility of developing a model capable of quantifying and arraying the objective information from an individual's performance data; a model that would permit discrimination within a given population while concurrently developing a standard profile for that population.

Information Survey

Initially, a survey was conducted of the selection board process to determine what information was required. Specifically, what information and in what form were required by selection boards to perform the selection process? Numerous interviews were made with Headquarters Marine Corps personnel, present and past selection board members, the Head of the Promotion Board Branch and the Director of the Personnel Management Division of Headquarters. Additionally, samples of forms, written procedures,

applicable Marine Corps orders, briefing sheets and word-sheets used by selection boards were collected.

Appendix 4 contains examples of various selection board forms that were collected and analyzed. It is significant to recognize that a myriad of forms and procedures exist which lend credence to the "mystique" of selection boards and particularly how they operate.

The primary forms analyzed were as follows:

1. A recent proposal by General McMillian (McM proposal) of a set of procedures and forms to be used, provided to General Gray as the head of a selection board
2. Several forms originating from Code MMPR at Headquarters Marine Corps (MMPR SUMM and MMPR Consol)
3. A recent colonel's board guide (Col Guide)
4. The Master Brief Sheet (MBS)

A survey of these forms and an analysis of the information collected resulted in establishing an information "baseline" required to support the selection process. This "baseline" of required information was then compared against the three automated manpower systems that support the selection process. As a result of this analysis it was determined that virtually 100% of the information required by selection boards currently exists in digital form in either the MMS,

AFRS or the MAPRS. However, several items of information were not readily available or sufficiently current to support a selection board process. Current duty assignment data, including billet description and type of duty, were not easily obtainable and required a manual cross-reference between fitness reports, Master Brief Sheets and the MMS. Additionally, flight hours data was not readily available although at least one previous promotion board determined it to be of considerable importance. Both of these items of information, however, are available to a degree in the MMS but not in the AFRS. Vital statistical data such as height, weight-to-height ratio, year weight reported and photograph data were also not readily obtainable. The results of the analysis may be seen in Appendix 4, "Promotion Board and Supporting Analysis," which lists by data element the information required to support the selection process. For ease of interpretation, Appendix 4 is divided into "Administrative, Performance and Other" major groups. Each major group is further divided into sub-groups. The administrative group, for example, consists of "General, Education and Promotion Zone" data. Figure 5 illustrates the format of Appendix 6. Each required data element is listed by the automated system that contains the element and by a given

selection board form. Note, for example, that the element "name" is contained in the AFRS and also listed on the McMillian Proposal (McM).

FIGURE 5. ADMINISTRATIVE DATA

	<u>Supporting Systems</u>			<u>Promotion Board Forms</u>		
	AFRS	MMS	MAPR	McM Proposal	MMPR PI form	MBS
General Data						
Microfiche No.			X			
Name	X	X	X	X	X	X
Initials	X		X	X	X	X

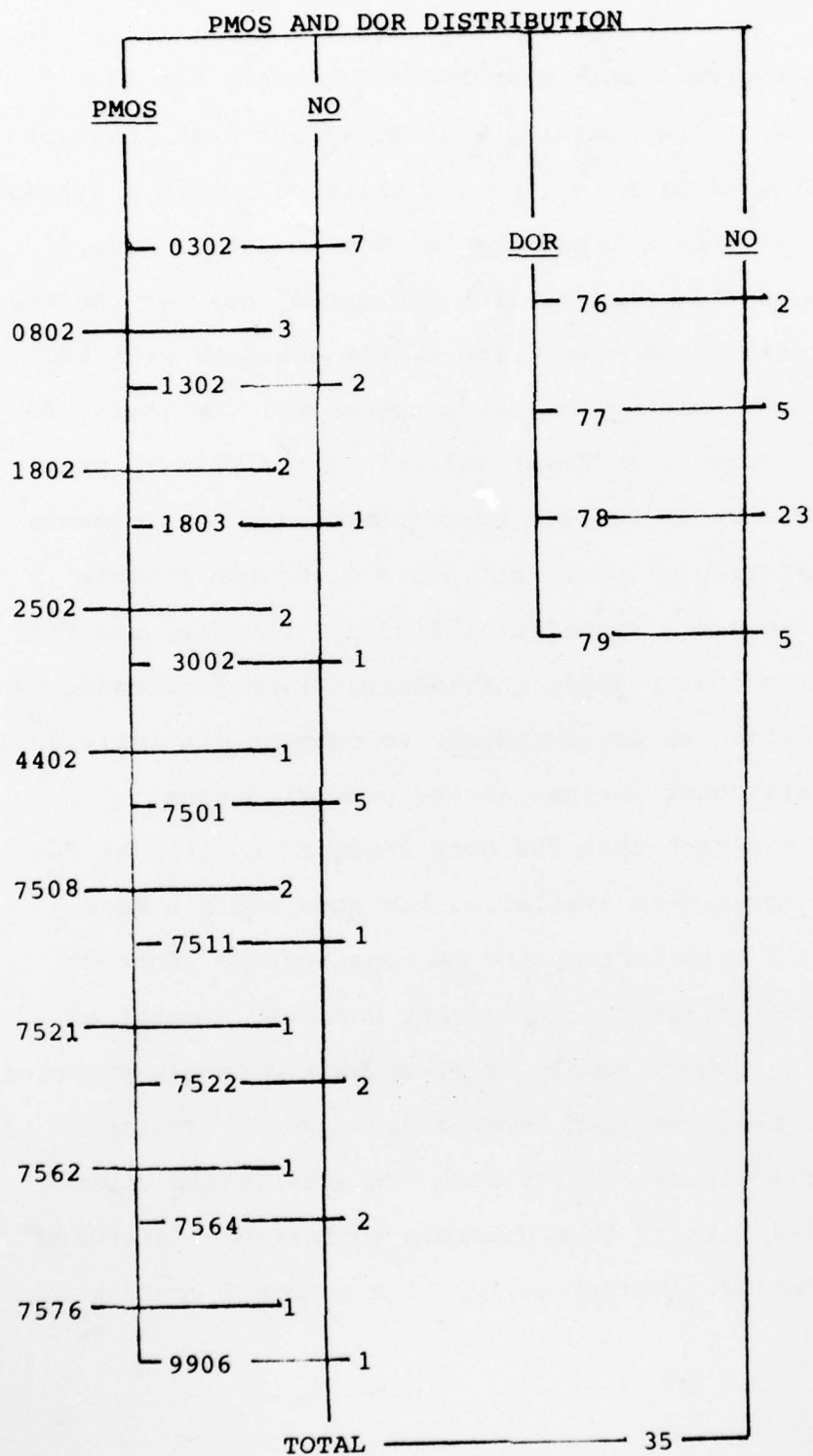
A More Effective Way To Do Business

At this point in the analysis several related questions arose. "How is all this information used?" and "How is it organized and presented?" Research into these questions revealed that for most recent selection boards held over the last several years, the Master Brief Sheet (MBS), produced by the AFRS, was a primary document used for evaluation. However, analysis also revealed that the MBS was not sufficient as the only tool and was used with an assortment of other documents, such as worksheets or additional briefing sheets.

It is apparent that most boards "reinvent the wheel" when it comes to determining what forms and what procedures to use. An exception is that for enlisted boards a standard procedure has been written and is recommended for use.¹⁷ For officer boards the research indicated that for the most part a "non-standard" promotion system resulted with the various boards being virtually autonomous. One board, for example, stressed the "Truth Teller" as the primary promotion variable while another board computed a "performance index" consisting of some, but not all, of the fitness report markings. A significant finding, however, was that all selection boards spend considerable time performing manual computations to determine how to compare the individual Marine to all other Marines in the promotion zone.

Given the fact that the data required to support the selection process was available, how then could a more effective and efficient system be constructed? Another basic assumption made at this point was that a detailed analysis of a random sample of lieutenant colonels selected for colonel over the last several years would identify certain characteristics. If such characteristics could be identified, was it then possible to define a "standard" colonel selected? Additionally, if a standard could be

FIGURE 6.



defined, would it also be possible to construct a selection model that would compare other individuals to that standard while at the same time provide discrimination between individuals?

Random Sample Selection

A random sample of Master Brief Sheets for colonels was provided by Headquarters Marine Corps. Thirty-five of the colonel Master Brief Sheets were subjected to a comprehensive analysis which resulted in a quantification, aggregation, summarization and grouping of all fitness report factors. A primary military occupation specialty (PMOS) and date of rank (DOR) distribution of that sample is illustrated in Figure 6.

A New Grading Scale and Process

The procedure adopted to quantify the fitness reports consisted of defining five major "promotion variables" and assigning a value to each category within that variable. The variables were performance, quality, general value and distribution, desirability and the truth teller. For the performance and quality variables the factors, as contained on the fitness report form, were defined as categories for that variable. For example, the categories for performance are regular duties (RD), additional duties (AD), administrative

duties (AM), handling officers (HO), handling enlisted (HE), training personnel (TP) and tactical handling of troops (TH). As previously discussed, consideration was given to establishing weights for the major variables. However, because research failed to reveal an expressed policy or a standard precedent, an equal 4.0 grading scale was adopted. The grading scale is illustrated in Figures 7 through 9.

FIGURE 7. PERFORMANCE AND QUALITY SCALE

<u>GRADE</u>	<u>VALUE</u>
OUTSTANDING (O)	4
EXCELLENT (E)	3
ABOVE AVERAGE (AA)	2
AVERAGE (A)	1
BELOW AVERAGE (BA)	-2
UNSATISFACTORY (U)	-4
NOT OBSERVED (NO)	NO VALUE

FIGURE 8.

GENERAL VALUE AND DISTRIBUTION SCALE

	<u>VALUE</u>
OUTSTANDING	4
EXCELLENT TO OUTSTANDING	3.5
EXCELLENT	3
ABOVE AVERAGE TO EXCELLENT	2.5
ABOVE AVERAGE	2.0
AVERAGE TO ABOVE AVERAGE	1.5
AVERAGE	1
BELOW AVERAGE TO AVERAGE	-1
BELOW AVERAGE	-2
UNSATISFACTORY	-4
NOT OBSERVED	NO VALUE

FIGURE 9. DESIRABILITY SCALE

<u>GRADE</u>	<u>VALUE</u>
PREFER TO HAVE	4
BE GLAD TO HAVE	2
BE WILLING TO HAVE	1
PREFER NOT TO HAVE	-2

The grading scale was then applied to all variables on each fitness report listed on the Master Brief Sheet. Summaries were then computed for the "points scored" and for the "maximum possible points" that could be scored for that variable. The following figure demonstrates the grading technique.

FIGURE 10. VARIABLE GRADE COMPUTATION

<u>VARIABLE</u>	<u>PERFORMANCE</u>						
CATEGORY	RD	AD	AM	HO	HE	TP	TH
GRADE	E	N	E	E	E	E	N
SCORE	3		3	3	3	3	3

The "total score" was then calculated by computing the sum of the graded categories. The "total variable score" in the above figure for performance would be 3+3+3+3+3 or 15 points. The "total possible points" were calculated by

multiplying the number of graded categories times the maximum points possible for a single category since all the categories were of equal value. Thus the "total possible points" in the above figure would be 5 times 4, or 20 possible points. The total score was then compared to the total possible score and converted to a performance variable percentage. Again referring to Figure 10 above, 15/20 converts to a 75.0%.

The same technique was used to compute a score for the quality variable. It is important to note, however, that in computing the quality score all 14 categories were scored if a grade was assigned to all categories. The value and distribution variable and the desirability variable consist of a single category so each was graded in accordance with the above scales and converted to a percentage.

The "total performance score" was then calculated by summarizing the total points scored by variable as well as calculating the sum of the total possible points for all variables. Figure 11 demonstrates that calculation.

FIGURE 11. TOTAL PERFORMANCE SCORE

VARIABLES	PERF + QUA + GV & D + DES = TOTAL POINTS				
POINTS SCORED	15	+ 40	+ 3.5	+ 4	= 62.5
POSSIBLE POINTS	20	+ 48	+ 4	+ 4	= 76

The next step in the process was to compute a "total fitness report score" by multiplying the points scored/maximum possible points by the number of months of the fitness report. Assume that the above report covered a 6 month period; thus, the calculation would be as illustrated in Figure 12.

FIGURE 12. TOTAL FITNESS REPORT SCORE

$$\begin{array}{rclcl}
 \text{MONTHS} & \times & \frac{\text{POINTS SCORED}}{\text{POSSIBLE POINTS}} & = & \frac{\text{TOTAL POINTS SCORED}}{\text{TOTAL POSSIBLE POINTS}} \\
 6 & \times & \frac{62.5}{76} & = & \frac{375}{456}
 \end{array}$$

The total fitness report score was also converted to a total percentage score. For example, the above score of 375/456 converts to an 82.2%.

The last variable to be graded was the "Truth Teller" which was calculated using the standard formula of the number marked "below" plus the number marked "with" divided by the sum of the number marked "below" plus two times the number "with" plus the number "above." That outcome is then multiplied by 100 to convert the score to a percentage. Assume

that the above report reflected 5 marked below, 3 marked with and 2 marked above. The truth teller was calculated as follows:

FIGURE 13. TRUTH TELLER SCORE

$$\begin{aligned}
 \text{TT} &= \text{BELOW} + \text{WITH} \div \text{BELOW} + 2 \times \text{WITH} + \text{ABOVE} \\
 &= 5 + 3 - 5 + 2 \times 3 + 2 \\
 &= 8 - 13 \\
 &= .615 \times 100 \\
 \text{TT\%} &= 61.5
 \end{aligned}$$

Thus using the above technique each fitness report recorded on the Master Brief Sheets for the sample population was graded. For each colonel all fitness reports from approximately May 1972 were graded. Prior to that date the reports were not machine readable and as previously discussed all performance data is not presently contained in the ARFS. The individual fitness report scores were then aggregated by variable and summarized into a total score. The following figure demonstrates how that process was accomplished.

FIGURE 14. SUMMARY OF REPORTS BY VARIABLE

REPO NO.	PER	+	QUA	+	GV & D	+	DES	=	POINTS/ POSS PTS	X	MO	=	TOTAL TOT POSS
1	15/20		40/48		3.5/4		4/4		62.5/76	X	6	=	375/456
2	17/20		42/44		3.5/4		4/4		66.5/72	X	3	=	200/216
3	22/24		41/44		3.5/4		4/4		70.5/76	X	6	=	433/456
TOTAL RPTS	TOTAL PER		TOTAL QUA		TOTAL GV & D		TOTAL DES				TOTAL MO		TOTAL TOT POSS
3	54/64	+	123/136	+	10.5/12	+	12/12				15		998/1128
	84.3%		90.4%		87.5%		100%						88.5

The total truth teller score was then computed by summarizing all of the individual report distributions and calculating an overall percentage as illustrated in Figure 15.

FIGURE 15. TRUTH TELLER COMPUTATION

	<u>REP NO</u>	<u>BELOW</u>	<u>WITH</u>	<u>ABOVE</u>
	1	5	4	3
	2	2	1	1
	3	3	2	4
TOTAL	3	10	7	8
TOTAL TT% = B + W/B + 2W + A = 53.1%				

Refer to Appendix 7 for a sample Master Brief Sheet with attached completed worksheet. Similar worksheets were computed for all colonels in the sample population.

Development of Group Criteria

Upon completion of the individual worksheets for the sample population, the data was then compiled and arrayed for further analysis. This additional study resulted in grouping the detail worksheet data into three major categories. These categories were: demographic data, performance data and duty assignment data.

For example, the information contained in Figure 16 was grouped into the demographic category.

FIGURE 16. DEMOGRAPHIC DATA FOR COLONELS

PMOS	MILITARY SCHOOLS
AFADBD	CIVILIAN EDUCATION
TIS	GROUP
DOR	TOTAL PERF %
TIG	TT %
AGE	

The composite demographic data for the sample of colonels is contained in Appendix 8, "Demographic Data for Colonels Sample." Definitions of the above data elements, with the exception of "group" which will be discussed later, are contained in the MMS Data Element Dictionary.¹⁸

The second major category, performance data, was grouped as illustrated in the following figure.

FIGURE 17. PERFORMANCE DATA FOR COLONELS

<u>ADMINISTRATIVE</u>	<u>PERFORMANCE</u>	<u>TRUTH TELLER</u>
PMOS	PERF	NO
	SCORE	
GROUP	QUA	1 VS 1
	POSS SCORE	
NO RPTS	GV & D	1 VS 1
	%	
NO RPT SRS	DES	%
NO MO		NO BELOW
		NO WITH
		NO ABOVE

The composite performance data for the sample of colonels is contained in Appendix 9, "Performance Data for Colonel Sample."

The third major category, "Duty Assignment Data," was grouped as illustrated in the following figure.

FIGURE 18. DUTY ASSIGNMENT DATA

PMOS

GROUP

TYPE DUTY

COMMAND

STAFF

JOINT STAFF

OTHER

The composite duty assignment data for the sample of colonels is contained in Appendix 9, "Duty Assignment Data for Colonel Sample."

Additionally, a chart of the sample population was constructed using the total performance and truth teller scores. The chart titled LTCOL COMPARED TO COL SAMPLE may

be found at Appendix 11, and the data points (performance, truth teller) are contained in Appendix 12, "Sample Graph Data for Colonels." The following explanation applies to the chart. The horizontal axis represents the truth teller scores which vary from 48.3 to 83.3 for colonels and the vertical axis represents the performance scores which vary from 91.1 to 99.8 for colonels. The performance, truth teller mean for colonels is located at (95.7, 63.1) . The red circles represent the individual scores for the colonels in the sample and the small number adjacent to the circle is the control number which permits cross referencing to the other Appendices containing information on that individual. For example, red circle number 22, located within the mean circle may be cross referenced to Appendix 12, "Sample Graph Data for Colonels," which states that number 22 has a performance score of 96.0 and a truth teller score of 62.4.

Note also that the chart is horizontally subdivided into three areas, or groups. During the analysis phase it was determined that some criteria was needed to group the individuals within the sample. The purpose of such a grouping was to identify the relative standing of the individual within the distribution of the sample. It was assumed that approximately 20 percent of the sample would fall into the

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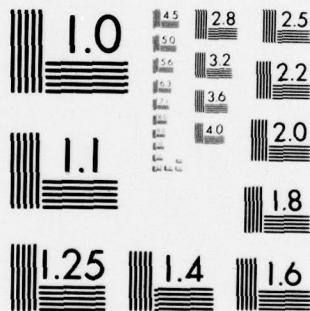
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high end of the distribution, Group II; and 20 percent would fall into the low end of the distribution, Group III. The horizontal subdivision represents those groups.

Applying the "20-60-20" logic to the sample resulted in the following grouping of colonels.

FIGURE 19. GROUPING OF COLONELS

<u>GROUP</u>	<u>NUMBER</u>	<u>%</u>
I	6	17.1
II	22	62.9
III	7	20.0
TOTAL	35	100.0

As a result of this grouping it was then possible to establish performance and truth teller score criteria. Given that the Group I performance scores varied from 98.1% to 99.8%, a range of 98.1% was established as performance criteria for that group. Similar "low-to-high" logic was used to establish the performance criteria for the other groups.

Analysis of the actual truth teller scores, however, showed a wide range of scores when compared to the performance

scores. For example, the truth teller scores for the Group I colonels varies from a low of 56.0% to a high of 71.4%. Thus a similar "low-to-high" concept was used to establish the truth teller "fan" or range. Refer to Appendix 13, "Performance and Truth Teller Fans," for a complete description of the group criteria.

Sample Profiles

At this point in the study a series of profiles were constructed of common characteristics such as general statistics, military schools, civilian education, performance, truth teller and type of duty.

The general profile consists of average age, average time in service (TIS) in years, and average time in grade (TIG) in months as illustrated in Figure 20.

FIGURE 20. GENERAL PROFILE FOR COLONELS

AGE	46
TIS	24
TIG	11

The military school profile consists of the number that attended a top level school (TLS), the number that attended an intermediate level school (LS), and the number

that attended all other (OTHER) types of schools. The military school profile is illustrated in Figure 21:

FIGURE 21. MILITARY SCHOOL PROFILE FOR COLONELS

<u>SCHOOL LEVEL</u>	<u>NUMBER</u>	<u>%</u>
TLS	18	51.4
ILS	16	45.7
OTHER	1	02.8
TOTAL	35	99.9

The civilian education data was used to construct several profiles. The first profile consists of the number of individuals that have masters degrees (MA/MS), the number that have bachelors degrees (BA/BS), the number that have associate degrees (AA) and the number that have less than an associate degree (OTHER). The first education profile is illustrated in Figure 22.

FIGURE 22. CIVILIAN EDUCATION PROFILE #1 FOR COLONELS

<u>DEGREE</u>	<u>NUMBER</u>	<u>%</u>
MA/MS	16	45.7
BA/BS	17	48.6
AA	1	02.8
OTHER	1	02.8
TOTAL	35	99.9

The second civilian education profile compares the results from the sample of colonels to the Marine Corps average as illustrated in Figure 23.

FIGURE 23. CIVILIAN EDUCATION PROFILE #2 FOR COLONELS

<u>SAMPLE %</u>	<u>DEGREE</u>	<u>USMC AVERAGE %</u>
45.7	MA/MS	43.6
48.6	BA/BS	40.8
02.8	AA	0.3
02.8	OTHER	6.3
99.9	TOTAL	100.0

The performance profile was constructed using the average number of fitness reports, the average number of reporting seniors and the average number of months reported on in the fitness reports. Additionally, the average points scored for the performance, quality, general value and distribution, and desirability variables were used. This profile is displayed in Figure 24.

* Note that the total score does not equal the sum of the average scores if added horizontally. The total score has been expended by the number of months whereas the scores for the separate variables have not.

FIGURE 24. PERFORMANCE PROFILE FOR COLONELS

	<u>NO PRTS</u>	<u>NO PRT SRS</u>		<u>NO MO</u>	
	15	5		65	
	<u>PERF</u>	<u>QUA</u>	<u>GV & D</u>	<u>DES</u>	<u>TOTAL*</u>
SCORE	257	702	55.3	57.4	4703
POSS SCORE	274	733	57.8	57.8	4907
	93.8	95.8	95.7	99.3	95.7

The truth teller profile was constructed using the average number of "one-on-one's," the average number of Marines marked below, with and above. The truth teller data is illustrated by Figure 25.

FIGURE 25. TRUTH TELLER PROFILE FOR COLONELS

1 VS 1		TT		
NO	%	BELOW	WITH	ABOVE
4.4/14.9	29.5	23	20	6

Several type duty profiles were constructed from the detail data of the sample population. The first type duty profile consisted of the average number of months that the individual colonel served in command, staff, joint staff and other types of billets. Type duty profile #1 is displayed in Figure 26.

FIGURE 26. TYPE DUTY PROFILE #1 FOR COLONELS

	<u>COMMAND</u>	<u>STAFF</u>	<u>JOINT STAFF</u>	<u>OTHER</u>	<u>TOTAL</u>
Months	22	24	14	5	65
%	33.8	36.9	21.5	7.7	99.9

The second type duty profile consists of the average number of colonels with and without duty in command, staff and joint staff billets while in-grade as a lieutenant colonel. Type duty profile #2 is illustrated in Figure 27.

FIGURE 27. TYPE DUTY PROFILE #2 FOR COLONELS

<u>TYPE DUTY</u>	<u>NUMBER</u>			<u>%</u>		
	WITH	WITHOUT	TOTAL	WITH	W/O	TOTAL
COMMAND	31	4	35	88.6	11.4	100%
STAFF	34	1	35	97.2	2.8	100%
JOINT STAFF	16	19	35	45.7	54.3	100%

A review of the profile data on the colonel sample permits construction of a "composite profile." For example, the average colonel falls into group II. He is 46 years old with 24 years of service, 11 months in grade and had attended an intermediate or top level school. Additionally, the "composite colonel" is a college graduate and half possesses advanced degree. His average performance score is 95.7%, desirability 99.3%, quality 95.8%, general value and distribution 95.7% and his overall performance average score is 95.7%. The average colonel has been graded in a "one-on-one" situation for approximately 30% of the time and has had 23 officers graded below him, 20 with him and 6 above him over a 65 month period. His average truth teller score has been 63.1%. Approximately 34% of the time this colonel has been in a command billet, 39% of the time he has been in a staff billet, 21% of the time he has been assigned to a joint staff, and the remainder of his time has been spent performing other duties. Approximately 88% of the colonels in the sample have served in command billets in-grade as a lieutenant colonel.

Those that did not serve in a command billet as a lieutenant colonel, however, did command as a major with the exception of the staff judge advocate. Approximately 97% of the sample have been assigned to a joint staff. A composite profile for colonels is illustrated in Figure 28.

FIGURE 28. COMPOSITE PROFILE FOR COLONELS

<u>GENERAL</u>		<u>PERFORMANCE</u>		<u>TRUTH TELLER</u>	
GROUP	II	PERF	93.8%	1 VS 1	29.5%
AGE	46	QUA	95.8%	BELOW	23
TIS	24 yrs	GV & D	95.7%	WITH	20
TIG	11 mos	DES	99.3%	ABOVE	6
MIL ED	ILS/TLS	TOTAL	95.7%	MONTHS	65
CIV ED	BA/MA			TT	63.1%

<u>TYPE DUTY (MONTHS)</u>		<u>TYPE DUTY (BILLET)</u>	
COMMAND	33.8%	COMMAND	88.6%
STAFF	36.9%	STAFF	97.2%
JOINT STAFF	21.5%	JOINT STAFF	45.7%
OTHER	7.7%		

Model Conclusions

As stated in the introduction, the purpose of this chapter was to investigate the possibility of developing a more efficient and effective selection process. The analysis and research has produced a model that is capable of quantifying and arraying the objective information required by selection boards. Additionally, analysis has

demonstrated that it is possible to construct a series of profiles which define similar characteristics within a given population; thus it is possible to construct a composite profile, or a "standard" of that population. The model also demonstrates the capability of providing information which is reduced to a series of lowest common denominators for use to compare individuals and to discriminate within the population. However, an essential, if not critical, question remains: "Can this model provide the degree of discrimination required to select the best fitted Marine for promotion?" The following chapter will discuss the question of discrimination between populations as applied to the model.

CHAPTER V

NARRATIVE ANALYSIS OF LIEUTENANT COLONELS TO COLONELS

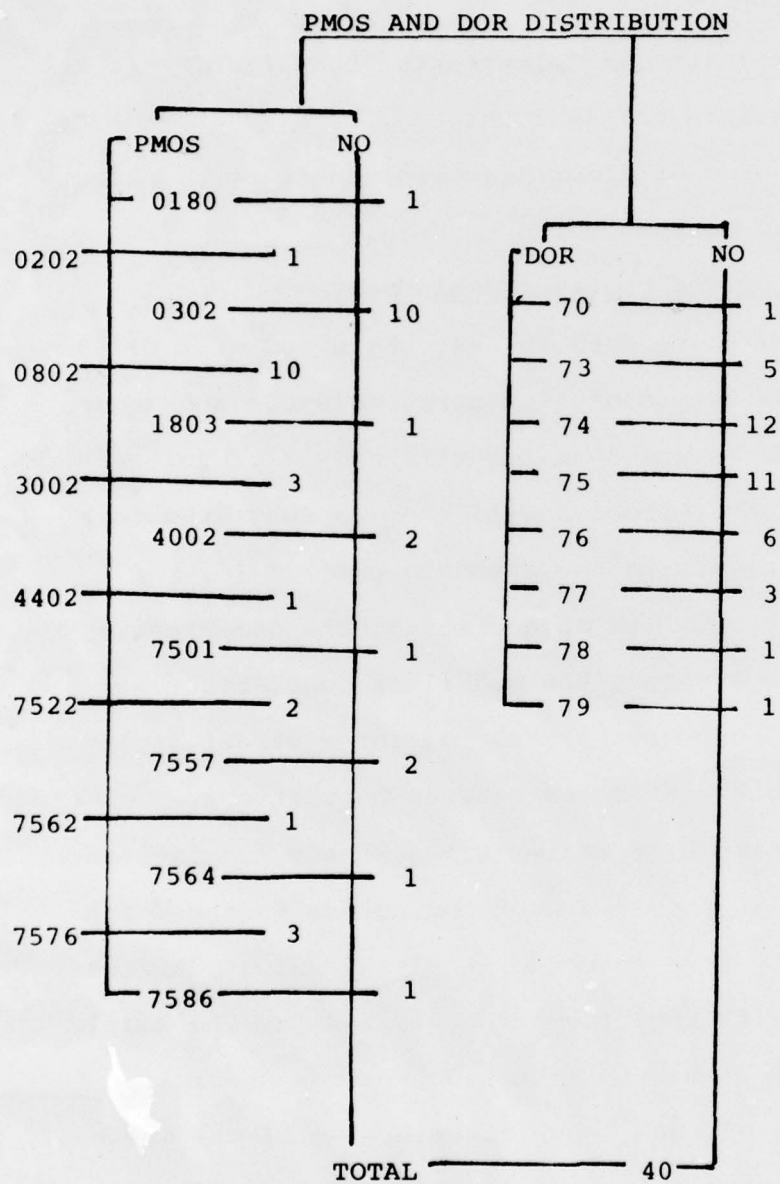
It is the intent of this chapter to determine if the model, discussed in the last chapter, is also capable of providing a degree of discrimination necessary to select the best fitted Marines for promotion.

Sample Selection and Profile Development

The method to be used to test the model will be to select a random sample of lieutenant colonels and grade that population as was done for this sample of colonels. The results of that process will then be subjected to a comparative analysis to the standard profile for the colonel population. The objectives of the comparative analysis will be to test the model for consistency and validity while concurrently testing for a capability to discriminate both within and between populations.

A random sample of Master Brief Sheets for lieutenant colonels was also provided by Headquarters Marine Corps from which forty were selected, analyzed and quantified in accordance with the procedures adopted for the sample of colonels. A primary military occupation specialty (PMOS) and date of rank (DOR) distribution of the lieutenant colonel sample is illustrated in Figure 29.

FIGURE 29. LT COL SAMPLE



Fitness report scores were computed for the lieutenant colonel population consisting of the same variables as those computed for the colonels, i.e., the performance, quality, general value and distribution, desirability, and the truth teller variables. Additionally, the same 4.0 grading system was used in assigning values to the grades for the various factors contained on the fitness reports. For each lieutenant colonel in the sample all fitness reports from approximately May 1972 to the present were graded. As with the sample of colonels, the data was grouped into three major categories, i.e., demographic, performance and truth teller data. The formats used to display this data were those as developed for the earlier sample. For the demographic data on lieutenant colonels refer to Appendix 14, for performance data refer to Appendix 15, and for the duty assignment data refer to Appendix 16.

The sample lieutenant colonel population was then plotted on the chart, "LtCol Compared to Col Sample," Appendix 11. As with the colonel sample, the total performance and truth teller percentage scores were used to plot the lieutenant colonels. The data points are listed in Appendix 17. The following explanation applies to the graph. The horizontal axis represents the truth teller scores which

vary from 21.2 to 87.9 and the vertical axis represents the performance scores which vary from 74.9 to 99.8 for lieutenant colonels. The performance, truth teller mean for lieutenant colonels is located at (93.8, 58.2). The black circles represent the individual scores for the lieutenant colonels and the small number adjacent to the circle is the control number which permits cross reference to the other Appendices containing information on that individual. For example; black circle number 22 may be cross referenced to Appendix 18, "Sample Graph Data for LtCols," which states that number 22 has a performance score of 92.8 and a truth teller of 58.9

Upon completion of the plotting of the lieutenant colonel sample, it was noted that a number of individuals fell below the grouping criteria that was used for the colonels. This was labeled Group IV; the performance criteria was established from a low of 0.0% to a high of 91.1% and the truth teller range was established from a low of 0.0% to a high of 49.9%. Refer to Appendix 13 for a detailed explanation of performance and truth teller criteria.

Applying the above criteria to the lieutenant colonel sample resulted in the following distribution.

FIGURE 30. GROUP DISTRIBUTION FOR LTCOL(S)

GROUP	NUMBER	%
I	6	15.0
II	19	47.5
III	5	12.5
IV	10	25.5
TOTAL	40	100.0

The same series of profiles that were described in the previous chapter for colonels were then constructed for the lieutenant colonel sample.

The general profile consisting of average age in years, time in service in years and time in grade in months for the lieutenant colonels is illustrated in Figure 31.

FIGURE 31. GENERAL PROFILE FOR LTCOL(S)

AGE	44
TIS	21
TIG	49

The military school profile consisting of the number that attended a top, intermediate or other level of school is described in the next figure.

FIGURE 32. MILITARY SCHOOL PROFILE FOR LTCOL(S)

SCHOOL LEVEL	NUMBER	%
TLS	9	22.5
ILS	25	62.5
OTHER	6	15.0
TOTAL	40	100.0

The first civilian education profile consisting of the number of lieutenant colonels with masters, bachelors, associate and other degrees is illustrated in Figure 33.

FIGURE 33. CIVILIAN EDUCATION PROFILE # 1 FOR LTCOL(S)

DEGREE	NUMBER	%
MA/MS	23	57.5
BA/BS	16	40.0
AA	1	02.5
OTHER	0	0.0
TOTAL	40	100.0

The second civilian education profile comparing the lieutenant colonel sample to the Marine Corps average is displayed in Figure 34.

FIGURE 34. CIVILIAN EDUCATION PROFILE #2 FOR LTCOL(S)

SAMPLE %	DEGREE	USMC AVG %
57.5	MA/MS	41.4
40.0	BA/BS	53.1
02.5	AA	0.1
0.0	OTHER	5.4
100.0	TOTAL	100.0

The performance profile consisting of the average number of fitness reports, reporting seniors, months reported on, score, maximum possible score and percentage for the performance, quality, general value and distribution, and desirability variables is contained in the following figure.

FIGURE 35. PERFORMANCE PROFILE FOR LTCOL(S)

See next page

PERFORMANCE PROFILE FOR LTCOL(S)					
	NO RPTS		NO RPT SRS		NO MO
	17		8		71
	PERF	QUA	GV & D	DES	TOTAL*
SCORE	293	776	61	65.5	5214
POSS SCORE	319	802	66	66.4	5560
%	92.0	96.7	91.2	98.8	98.8

*Note that the total score does not equal the sum of the average scores if added horizontally. The total score has been extended by the number of months whereas the scores for the separate variables have not.

The truth teller profile consisting of the average number of "one-on-one's," number marked below, with and above is described in Figure 36.

FIGURE 36. TRUTH TELLER PROFILE FOR LTCOL(S)

1 VS 1		TT		
NO	%	BELOW	WITH	ABOVE
5/17	30.7	22	17	11
		% 58.2		

The first type duty profile consisting of the average number of months that the individual lieutenant colonel served in command, staff, joint staff, or other billets is illustrated below.

FIGURE 37. TYPE DUTY PROFILE #1 FOR LTCOL(S)

	COMMAND	STAFF	JOINT STAFF	OTHER	TOTAL
MONTHS	19	35	11	6	71
%	26.8	49.2	15.5	8.5	100.0

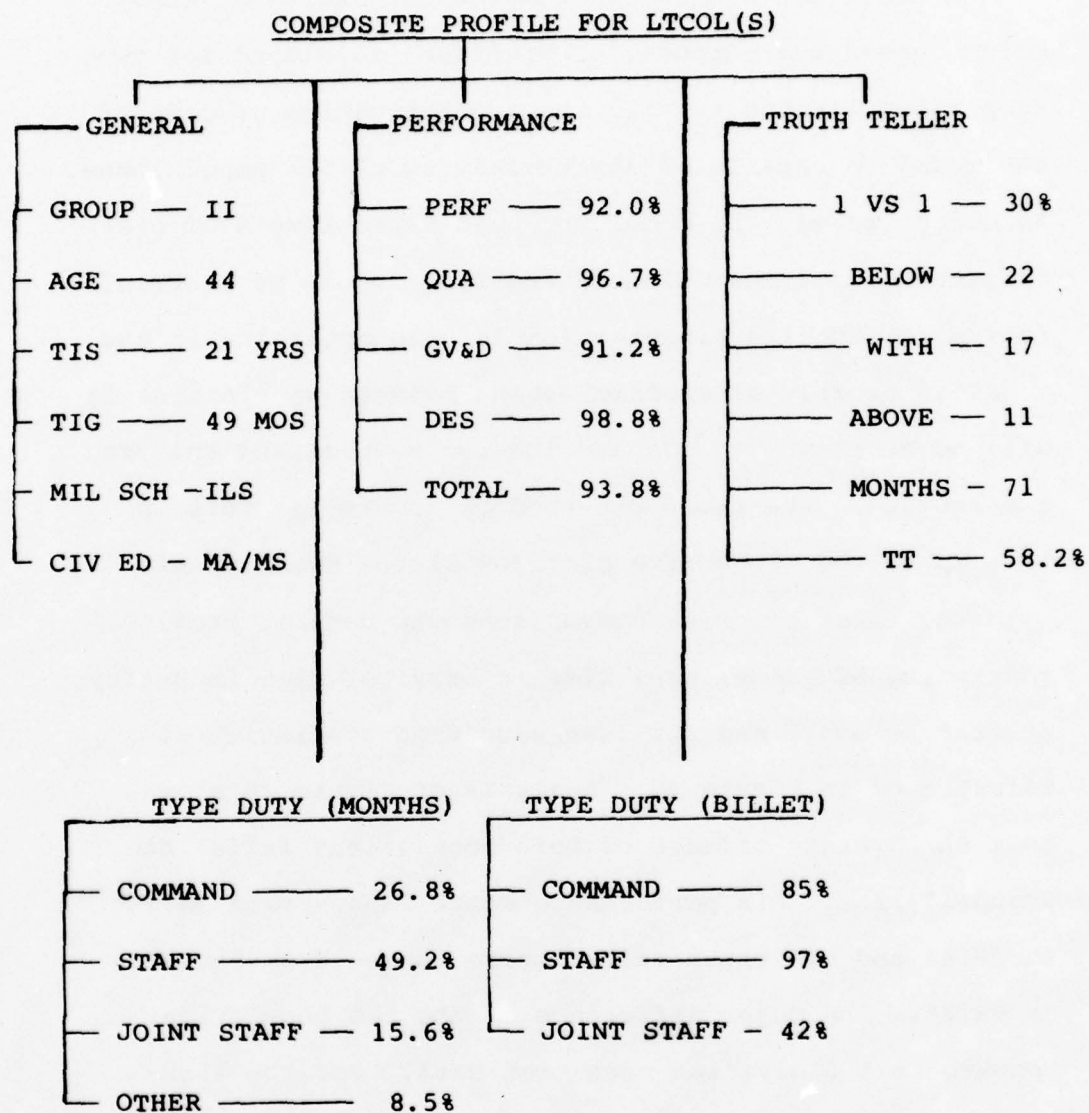
The second type duty profile consisting of the average number of lieutenant colonels with and without duty in command, staff and joint staff billets while in grade as either a major or a lieutenant colonel is described in the next figure.

FIGURE 38. TYPE DUTY PROFILE #2 FOR LTCOL(S)

TYPE DUTY	NUMBER				% %		
	WITH	W/O	TOTAL		WITH	W/O	TOTAL
COMMAND	34	6	40		85.0	15.0	100.0
STAFF	39	1	40		97.5	2.5	100.0
JOINT STAFF	17	23	40		42.5	57.5	100.0

As with the previous sample, a composite profile was constructed for the lieutenant colonel. For example, the average lieutenant colonel falls into Group IV. He is 44 years old with approximately 21 years of service and 49 months in grade. He is a graduate of an intermediate level school and possesses 54.5% of advanced degree. Additionally, his average performance score is 92.0%, quality 96.7%, general value and distribution 91.2%, desirability 98.8% and his overall performance average score is 93.8%. The average lieutenant colonel has been graded on a "one-on-one" situation for approximately 30% of the time and has had 22 officers graded below him, 17 with him and 11 above him over a 71 month period. His average truth teller score has been 58.2%. Approximately 27% of the time this lieutenant colonel has spent in a staff billet, 15% of the time in a joint staff billet and 8% of the time assigned to other duties. In addition, 85% of the lieutenant colonels have served in command billets either as a major or a lieutenant colonel, 97% have served in staff billets and 42% have served on joint staffs. A composite profile for this sample is illustrated in Figure 39.

FIGURE 39.



Comparison of Samples

A tentative conclusion that can be stated at this point, given the outputs, or profiles, developed for two sample populations is that the quantification process of the model is capable of discriminating within populations. As demonstrated, the model produced three levels of discrimination for the colonels and four levels of discrimination for the lieutenant colonels. To determine if the model is capable of discriminating between populations it will be necessary to compare the two samples and analyze the results. The technique used to accomplish this is to compare the respective profiles of the two samples.

The first of these comparisons, the general profile, consisting of group, age, time in service, time in grade, military schools and civilian education statistics is illustrated in Figure 40. Analysis of Figure 40 shows that the average officer of both populations falls into Group II, i.e., his performance score ranges from 94.2% to 98.0% and his truth teller score ranges from 50.1% to 68.2%. The major difference of the two populations appears in the civilian education data. For the lieutenant colonel sample approximately 57% possess advanced degrees compared to about 46% for the colonels.

FIGURE 40. GENERAL PROFILE: LTCOL VS COL

	LT COL	COL
GROUP	11	11
AGE	44	46
TIS	21 YRS	24 YRS
TIG	49 MO	11 MO
MIL SCH	ILS	ILS/TLS
CIV ED	MA/MS	BA/MA

The performance profile consisting of scores for the performance, quality, general value and distribution , and desirability variables is displayed in Figure 41. Analysis of that figure indicates that the average colonel scores higher in three of the four variables: performance, general value and distribution, and desirability. The lieutenant colonels, however, score higher than colonels in the quality variable. The colonels also score higher overall, 95.7% to 93.8%, than do the lieutenant colonels.

"Truth Teller Profile #1," consisting of "one-on-one" percentages, the average number of officers marked below,

FIGURE 41. PERFORMANCE PROFILE: LTCOL VS COL

	LTCOL	COL
PERF	92.0%	93.8%
QUA	96.7%	95.8%
GV & D	91.2%	95.7%
DES	98.8%	99.3%
TOTAL	93.8%	95.7%

with and above, the average number of months reported on, and the overall average truth teller score may be found in Figure 42. For both populations the time spent in a "one-on-one" situation is virtually the same, or 30%. The colonels score considerably higher, 63.1% to 58.2%, in the overall truth teller variable.

FIGURE 42. TRUTH TELLER PROFILE #1: LTCOL VS COL

	LTCOL	COL
1 VS 1	30.7%	29.5%
BELOW	22	23
WITH	17	20
ABOVE	11	6
MONTHS	71	65
TT %	58.2%	63.1%

"Truth Teller Profile #2," Figure 43, compares the relationship between the two samples of the average numbers of those marked below, with and above. This figure indicates, as would be expected from the overall score, that the colonels, proportionally, have more people marked below and with them and fewer marked above them than do the lieutenant colonels.

FIGURE 43. TRUTH TELLER PROFILE #2: LTCOL VS COL

	BELOW		WITH		ABOVE	
	NO	%	NO	%	NO	%
LTCOL	22	44.0	17	34.0	11	22.0
COL	23	46.9	20	40.8	6	12.3

"Type Duty Profile #1," Figure 44, compares the average time in months spent by colonels and lieutenants in command, staff, joint staff and other duty assignments. For example this figure shows that colonels spend more time than lieutenant colonels in command, 33.8% compared to 26.8%, and joint staff billets, 21.5% compared to 15.5%. Conversely lieutenant colonels spent more time than colonels in staff

billets, 49.2% compared to 36.9%, and in other assignments, 8.5% compared to 7.7%.

FIGURE 44. TYPE DUTY PROFILE #1 (MONTHS): LTCOL VS COL

	LTCOL	COL
COMMAND	26.8%	33.8%
STAFF	49.2%	36.9%
JOINT STAFF	15.5%	21.5%
OTHER	8.5%	7.7%
TOTAL	100.0%	99.9%

"Type Duty Profile #2," Figure 45, compares the average percentage of colonels and lieutenant colonels that have served in command, staff and joint staff billets.

FIGURE 45. TYPE DUTY PROFILE #2 (BILLETS): LTCOL VS COL

	LTCOL	COL
COMMAND	85.0%	88.6%
STAFF	97.5%	97.2%
JOINT STAFF	42.5%	45.7%

As Figure 45 demonstrates a larger percentage of both samples have served in command billets; 88.6% for colonels and 85.0% for lieutenant colonels.

"Group Profile #1," Figure 46, compares the total samples of both populations by group in accordance with the criteria contained in Appendix 13. Several things are apparent upon studying that figure. First, there is a significant number, or 25% , of the lieutenant colonels that fall below the standard previously developed that indicates whether the individual possesses those characteristics necessary for promotion to the next higher rank. Secondly, the figure indicates that 75% of the lieutenant colonels should be "competitive" for promotion and of those, the Group I and II officers, or 62.5% should be "highly competitive." This may be more clearly seen in "Group Profile #2," Figure 47.

The competitive group profile was developed by comparing the Groups I through III lieutenant colonels to the sample of colonels. That reduced the number of lieutenant colonels to 30 and based on that figure the percentages were computed. As a result, the figure indicates that 83.3% of the lieutenant colonels should be "highly competitive" compared to 80.0% of the colonels in the same category, i.e., Group I and II.

FIGURE 46. GROUP PROFILE #1 (TOTAL): LTCOL VS COL

	LTCOL		COL
I	15.0%		17.1%
II	47.5%		62.9%
III	12.5%		20.0%
IV	25.0%		0.0%
TOTAL	100.0%		100.0%

FIGURE 45. GROUP PROFILE #2 (COMPETITIVE): LTCOL VS COL

	LTCOL		COL
I	20.0%		17.1%
II	63.3%		62.9%
III	16.7%		20.0%
TOTAL	100.0%		100.0%

It is also interesting to note that the basic assumption made previously to group the "success population" into "20-60-20" percentage categories has been validated by applying the lieutenant colonel sample to the model. Note that the lieutenant colonel distribution by group closely approximates the basic assumption.

Conclusion

A tentative conclusion that can be inferred at this point is that the model, or the quantification and arraying process, has demonstrated the capability to discriminate both within and between populations. Additionally, it can be concluded that the model has proven to be consistent and valid.

Thus, given a model that is capable of quantifying, arraying and summarizing the data required in the selection process; capable of developing promotion standards for a given population; and capable of discriminating both between and within populations, then it appears that there is a better way, a more efficient and effective way, to select the "best fitted" Marines. However, a question remains, and that is, "What is that system?" That question will be discussed in the next chapter.

CHAPTER VI

THE PERFORMANCE DRIVEN EVALUATION SYSTEM (PDES)

A Proposal

The purpose of this chapter is to propose a new system to evaluate individuals eligible for promotion or assignment that requires convening selection boards. Additionally, it is the intent of this chapter to discuss special features of this new performance evaluation system such as population and regression analysis, prediction capability, quantitative summary and arraying, delineation of selection variables, selection feedback, computer generated data and standard procedures.

The proposed system is not entirely new nor totally different from that which selection boards historically have used. This new system is based upon the assumption that performance is the most important variable to consider when evaluating not only an individual's past "track record," but more importantly his future potential. Thus the Performance Driven Evaluation System (PDES) enhances the present process by providing an evaluation of an individual's entire record of service--quantified, summarized and arrayed by rank and by career totals. It therefore removes the nitty-gritty computational aspect from selection

boards by accomplishing that requirement prior to the board's convening. A selection board would, therefore, have more time to evaluate the written evaluation, Section "C" of the fitness report, and to study a case in depth prior to presenting that case for board consideration. The board members would be in a better position to form subjective evaluations based on their professional judgment rather than spending the majority of their time performing computations.

Specifically then, what does this new system, the PDES, consist of? In general, it would be an automated system using information contained in the JUMPS/MMS, AFRS and MAPRS to produce the required data to support the selection process. As this study has demonstrated, virtually all the data required for the selection process is contained in one of those major systems. It is envisioned that the JUMPS/MMS could be modified to include the demographic data not presently contained in that system. An obvious exception would, of course, be the photograph. However, it appears feasible to include the other required data in the "master" manpower management information system of the Marine Corps. Once included, that information, along with the other data presently extracted from the MMS,

combined with the objective performance data presently contained in the AFRS would be sufficient to support the PDES requirements to quantify and summarize the "total record" (as was done for the sample populations of this study). However, new computer input, processing/ output procedures and programs would have to be developed and implemented to provide the required MMS and AFRS interface.

Secondly, it would be necessary to modify the AFRS to develop new programs that would be capable of converting the fitness report input data to a format compatible for the quantification and summarization process. As was demonstrated in the previous chapters this is both feasible and practical and would eliminate any massive computational functions for selection boards.

Assuming that the above system modifications were accomplished, the PDES would provide several performance evaluation documents for use by selection boards. The primary computer generated reports from the proposed PDES, for example, would be a Detail Fitness Report Summary (DFRS) and a Consolidated Fitness Report Summary (CFRS) for each individual eligible for selection. A sample DFRS may be found in Appendix 18 and a sample CFRS may be found in Appendix 19.

Detail Fitness Report Summary

The Detail Fitness Report Summary consists of two major parts or selections. Part I of the summary consists of a detail evaluation of each fitness report. The major components of Part I are the heading, present duty assignment data, selection variable scores, a summary of the variable scores for each fitness report, comments, miscellaneous information, truth teller data and a report summary. Part I of the DFRS is illustrated in Figure 48.

As can be seen from the figure, the heading information consists of the following data elements: rank, name and initials, social security number (SSN), primary military occupation specialty (PMOS), date the DFRS was prepared (DTD PR) and page number. The present duty assignment data consists of the present major command that the Marine is joined to, his current billet assignment, rank, duty military occupation specialty (DMOS), the type of duty, from-to dates of the reporting period (RPT PER), the occasion of the report (RPT OCC) and the number of months (RPT MO) covered by the report.

The variable scores information consists of the 23 fitness report category scores for the respective variables. For example, under the performance variable the seven

FIGURE 48.

DETAIL FITNESS REPORT SUMMARY-PART I REPORT SUMMARY

HEADING	DUTY ASSG	VAR SCORES	SUM	COMMENTS	MISC	TT	RPT SUM
RANK	COMMAND	PERF		REMARKS	RPT	SR-DIST	
NAME	BILLET	QUA		COMMEND	RANK	1 VS 1	
SSN	RANK	GV & D		ADVERSE	PFT		
PMOS	DMOS	DES		DISCIP	FICHE		
DTD PR	TYPE DUTY			OBSERVE			
PAGE NO	RPT PER			QUA PER		TP/TPP	
	RPT OCC			COMMENT		PERF& TT&	
	RPT MO						

category scores for regular duties (RD), additional duties (AD), administrative duties (AM), etc., are recorded as well as the 14 categories under qualities, one category for general value and distribution and one for desirability. A four point grading system is used for each category. Refer to Figures 7 through 9 for the grading scales.

A tabulation is made for each variable displaying the numerical value for the various categories for that variable. Thus, the performance variable for the individual grades for regular duties, additional duties, administration duties, etc., would show a value varying from "N," not observed, to "4" which is equivalent to an outstanding. A summary is then provided consisting of all performance points as a function of the maximum possible points (MPP) given the respective marks to that period. Hence, if an individual has been marked outstanding in all seven performance categories the summary would display 28 points/28 possible points; if only six categories were marked outstanding then the summary would display 24 points/24 possible points.

The first report contained in Appendix 18 shows that one performance category was marked outstanding (AD), four were marked excellent (RD, AM, HO and TP), and one was marked above average (HE). According to the scale the grade

would equal one times four plus four times three plus one times two and six times four for the possible points. This calculation equals $4+12+2/6 \times 4$ or 18 points/24 possible points. Note that a mark of "Not Observed" reduces the maximum possible by four points. Similar calculations are made for the other variables, i.e., qualities, general value and distribution (GV & D) and desirability. The summary information consists of the points scored (P) as a function of the maximum possible points (PP) that could be scored for each variable. A summary is then computed of the totals of all variables to include the maximum possible points.

The comments portion indicates a "yes" or "no" response regarding remarks, commendatory, adverse, disciplinary, qualified for promotion and combat information germane to the reporting period. The observation reflects the frequency of observation by the reporting senior; daily (D), frequent (F) or infrequent (I).

Under the miscellaneous portion the name, initials and rank of the reporting senior are recorded as well as the latest physical fitness test (PFT) results. The fiche data provides a cross reference capability to the fiche location for this particular fitness report, which will

aid board members to rapidly locate a specific report to research subjective evaluation or items of special interest such as commendatory material or adverse comments.

The distribution or truth teller variable is treated in a dual manner. As previously discussed a numerical grade for general value is assigned to the markings according to the fitness report grade, viz., outstanding, above average, etc. How an individual is graded in comparison with contemporaries, i.e., the distribution, is reflected in the categories of below, with, or above. A truth teller percentage is then calculated using the traditional formula of $B+W/B+2W+A$; where B equals the number graded below this individual, W equals the number graded with and A equals the number graded above. The example contained in the first report in Appendix 18, for instance, shows there were 10 below, 4 with and 2 above. Applying these figures to the above formula, $10+4/10+2(4)+2$, equals $14/20$ or a truth teller of 70.0%.

The report summary reflects the total points scored (TP) as a function of the total maximum possible points (TPP) weighed by the number of months of the report to compensate for reports of different lengths of time. The resulting calculation is the total points/ total possible

points which is also displayed as a percentage grade. The example for the first fitness report found in Appendix 18 is illustrated in Figure 49.

Part II of the DFRS consists of a summary for all reports for a given rank. The major components of Part II are general information, a summary by category, a summary by variable, a summary of reports, truth teller data and a total rank summary. Part II of the DFRS is illustrated in Figure 50.

The general information consists of the total number of reports submitted, the total number of reporting seniors and the total number of months reported on for a given rank.

The summary by category (CAT SUM) consists of the points scored as a function of the maximum possible points that could be scored summarized by variable for all reports. Again referring to Appendix 18, the performance categories (RD, AD, AM, HO, HE, TP and TH) are summarized for all reports and reflect 39 points scored of a possible 48 points. The same summary is provided for the other variables.

The summary by variable (VAR SUM) for all reports is also provided which reflects the total points scored compared to the total possible points by variable. For example, under the performance variable (PER) the summary indicates 18/24

FIGURE 49. REPORT SUMMARY CALCULATION

VARIABLE	P/PP	SP/SPP	MO	TP/TPP	%
PERF	18/24				
QUA	40/48	63/80 - x	6	378/480	78.8%
GV & D	3/4				
DES	2/4				

FIGURE 50.
DETAIL FITNESS REPORT SUMMARY-PART II: RANK SUMMARY

GENERAL	CAT SUM	VAR SUM	RPTS SUM	TT	RANK SUM
NO RPTS	PER		MO	DIST	EXT TP
NO RPT SRS	QUA		RPT TP	VS	EXT TPP
NO MO	GV & D		RPT TPP	VS %	TOT %
	DES		EXT P	TT %	
			EXT PP		

and 21/24 for a total of 39 points scored out of a total possible 48 points. This is also displayed as a percent score of 81.3. The other variables are also displayed in similar manner.

The summary of reports (RPT SUM) displayed which reflects the number of months, the total points scored as a function of the total possible points for each report. This score is then extended by the number of months and reflects the extended points scored as a function of the extended possible points. This score is also recorded as a percentage. For example, the first report in Appendix 10 reflects a report total of 63/80 which extended by 6 months equals 378/480 EXT P/PP for a percent score of 78.8. The report summaries are then aggregated into a rank total which reflects the total points scored as a function of the total possible points for all fitness reports submitted for that rank. That rank score is also displayed as a percent. The example shows, for instance, a rank total of 780 points scored of 936 possible points for an 84.3 percent score. The truth teller is likewise summarized by computing a composite percentage for all reports of that rank. The example shows that there were a total of 18 below, 6 with and 2 above which computes to a 75.0%.

The DFRS would provide similar composites for all ranks and once produced could be made a part of an individual's permanent record. Only the present rank DFRS would have to be reproduced over time to include the latest fitness report information.

Consolidated Fitness Report Summary

The Consolidated Fitness Report Summary (CFRS), Appendix 19, also consists of two major parts. Part I of the summary consists of demographic data and is composed of the heading, general data, service computation data, awards data, education data and current duty assignment data. Part I of the CFRS is illustrated in Figure 51.

As can be seen from the figure the heading information consists of the following data elements: rank, name and initials, SSN, MPOS, additional military occupation specialty (AMOS), general classification test (GCT) score, date the CFRS was prepared and page number.

The general data consists of date of birth (DOB), sex, weight-to-height ratio (WT/RATIO), ethnic group (ETH GROUP) and home of record (HOR).

The service computation data consists of pay entry base date (PEBD), expiration of active service (EAS), permanent rank, date of rank (DOR), armed forces active duty base date (AFADBD), expiration of current contract (ECC), lineal number,

FIGURE 51.
CONSOLIDATED FITNESS REPORT SUMMARY-PART I:
DEMOGRAPHIC DATA

<u>HEADING</u>	<u>GENERAL</u>	<u>SVC</u>	<u>COMP</u>	<u>AWARDS</u>	<u>EDUCATION</u>	<u>DUTY ASSGN</u>
RANK	DOB	PEBD	EAS		CIV ED — MIL SCH	MCC
NAME	SEX	PERM RK	DOR	DECORATIONS		BILLET
SSN	WT RATIO	AFADBD	ECC	YR	CIRR — SCHOOL	TYP DUTY
PMOS	ETH GRP	LIN NO	CLA		DEGREE — YR	
AMOS	HOR	ANDBD	CANBD		YR —	DMOS
GCT		SD/YG	DFALDO		FOR LANG	DCTB
DTD PR		DPEAF	DFCOMM			OCSD
PAGE NO		DDNA	FLT HRS			

contract legal agreement (CLA), active naval duty base date (ANDBD), current active naval base date (CANBD), service date/year group (SD/YG), date first accepted limited duty officer (DFALDO), date original entry into the armed forces (DOEAF), date first commissioned (DFCOMM), date designated naval aviator (DDNA), and flight hours (FLT-HRS).

The awards data reflects all personal decoration that the individual has received along with the year that the decoration was awarded.

The education data consists of civilian education, formal military schools attended and foreign language information. The civilian education describes the curriculum title, degree and the year that the degree was awarded. The military school information describes the name of the school and the year the individual attended.

The current duty assignment data consists of the monitored major command code (MCC), billet title, type duty, DMOS, date current tour began (DCTB), and the overseas control date (OSCD).

Part II of the CFRS consists of an aggregation of an individual's entire fitness report record of service consolidated into a career summary. The major components of Part II are career summary, and rank summaries for all ranks held by a given individual. In the example, Appendix 19, note that

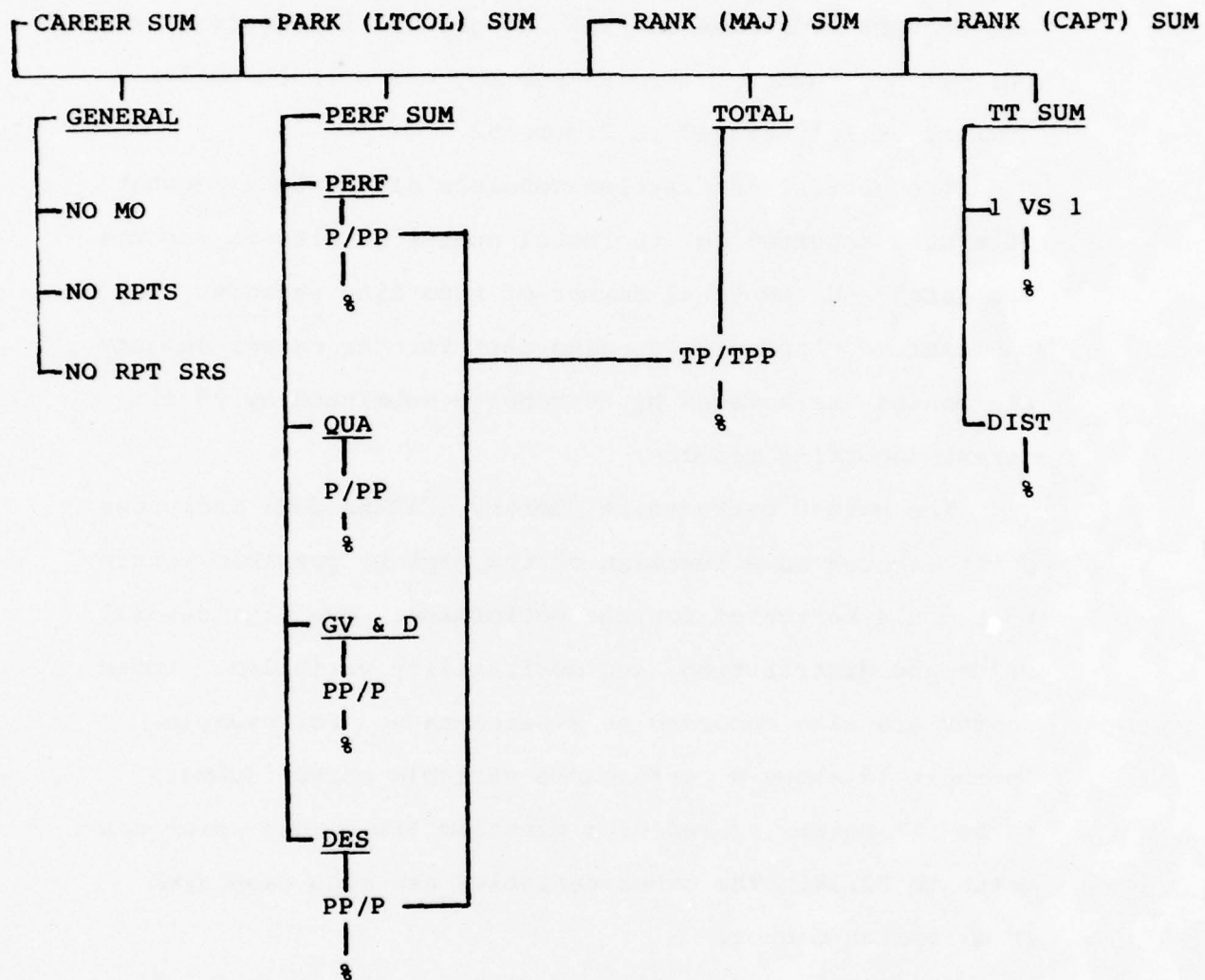
three rank summaries are provided: lieutenant colonel, major and captain-lieutenant. The career summary as well as the rank summaries consists of general information, a performance summary, a total summary and a truth teller summary as illustrated in Figure 52.

The general information consists of the total number of months reported on, the total number of fitness reports submitted and the total number of reporting seniors. In the example, Appendix 19, note that for the career summary 215 months are covered by 56 reports submitted by 29 different reporting seniors.

The career performance summary (CAREER SUM) indicates points scored as a function of the maximum possible points that could be scored for the performance, quality, general value and distribution, and desirability variables. Those scores are also recorded as a percentage. For example, Appendix 19 shows a performance variable career summary to be 811 points scored of a possible 988 points which converts to 82.1%. The other variables are also displayed in a similar manner.

The career total summary consists of the total points scored for all variables as a function of the total possible points that could be scored. This score is also displayed

FIGURE 52.
CONSOLIDATED FITNESS REPORT SUMMARY PART II:
PERFORMANCE DATA



as a percentage. The example in Appendix 19 shows, for instance, a career total score of 13965 points scored of a possible 15524 points which converts to a 90.0%.

The career truth teller information consists of the number of reports that the individual received while in a "one-on-one" situation as a function of the total number of reports for that individual. This ratio is also converted to a percentage. The career "one-on-one" example, Appendix 19, shows that 16 of 56 reports were in that category, or 28.7% of the time this individual was in a "one-on-one" situation. The career truth teller is likewise summarized by computing a composite percentage for all reports. The example shows that there were a total of 51 below, 55 with and 40 above which computes to a 52.7%.

As previously mentioned, similar summaries are provided for all ranks held by the individual that is the subject of the report.

Other Features

The conceptual design of the PDES is specifically oriented toward providing direct informational support to the Marine Corps process. This can be accomplished in different ways. Inherent in this system is the capability of support prior to the convening of boards to perform

the actual selection process, support during board sessions and support following the board proceedings.

An important feature of this system, and one historically that has not been exploited by the Marine Corps, is pre-board population analysis. Given a population that is eligible for selection it is possible to develop profiles which can be easily compared to an established standard or compared to a similar profile from prior year populations. As has been demonstrated, the PDES is capable of producing these profiles which could be used to assist selection boards in making the difficult choices between individuals.

It is also envisioned that profiles could be prepared, analyzed and perhaps even used in the development of the precept for the various selection boards. This information would also be useful when applied against eligible populations to determine numbers of competitive and non-competitive candidates which might indicate that zones have to be adjusted to insure that adequate numbers of qualified personnel are available.

The PDES is capable of predicting those who are highly competitive, competitive, and not competitive. The mere fact that the model has that capability would be useful to a selection board as a check and balance. Should, for example, a highly competitive individual not be selected,

there is a reason which should be documented in the individual's case that justifies the non-selection.

Upon completion of the selection process the PDES is capable of providing a regression analysis which would consist of a profile of the common characteristics of those individuals selected and those not selected. This information would be of considerable value throughout the various command levels of the Marine Corps and should assist in the management of our most expensive resource-- people. Additionally, feedback from the PDES would be equally important to an individual in managing his own career, particularly when that individual knows how he "stacks up" against his contemporaries or compares to a given standard.

CHAPTER VII
CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. That the present promotion system is a good system but does not fully utilize the current system capabilities of the MMS, MAPRS and the AFRS.

2. That better than 95% of the information required by selection boards currently exists in digital form in either the MMS, MAPRS or the AFRS.

3. That the current USMC fitness report (1610) is a valid, comprehensive, flexible and highly useful document that is capable of providing for a detailed evaluation of the objective and subjective professional and personal data contained therein.

4. That the fitness report has not been fully used to the maximum capability particularly regarding the quantification and summarization of the objective performance data.

5. That there is no standard selection criteria for officer and senior enlisted personnel.

6. That the selection process is primarily subjective with a strong reliance on partial and incomplete quantification of performance and distribution ("truth teller") factors.

7. That the current selection process is manpower intensive in that it requires a major manual effort on the part of board members to quantify and compute objective performance data.

8. That the automated fitness report system currently lacks system accuracy and completeness thereby requiring full verification from source media personnel record.

9. That the MMS should be modified to include the additional data elements required to support the selection process.

10. That the transition from paper personnel records in 1980 to the automated microfiche system will require major procedural changes to the current selection process.

11. That the MAPRS could be modified to provide for a capability of cross indexing the location of fitness reports from the microfiche to the AFRS Master Brief Sheet.

12. That system modifications and procedural changes required for the 1980 media transition could be initiated within 6 months to prevent major complications with the scheduled selection boards.

13. That a selection model can be developed that is capable of defining promotion standards, quantifying and summarizing objective performance data, and for providing discrimination within and between populations.

14. That regression analysis techniques relating to selection board activities would provide needed feedback to Headquarters and to the field commands relating to current standards of personnel selected.

15. That the AFRS could be modified and the capabilities of that system enhanced to provide for the quantification of fitness report factors and the aggregation, grouping and summarization of same.

16. That the procedural aspects of the selection process can be optimized by developing and implementing the Performance Driven Evaluation System (PDES) model.

17. That an alternative, upgraded promotion process is needed and that it can be accomplished within the time required by Marine Corps assets.

18. That pre-1972 fitness report conversions would enhance the overall capability of AFRS.

Recommendations

1. That the MMS be modified to include all the data required to support the selection process.

2. That the MAPRS be modified to provide for cross indexing the location of fitness reports from the microfiche to the AFRS.

3. That the AFRS be modified to include a selection model similar to the PDES to provide for the quantification,

summarization and grouping of data necessary to fully support the promotion process.

4. That the above modifications be approved and initiated within six months to prevent complications with the selection board schedule.

5. That efforts be made to convert the pre-1972 fitness reports for use with the AFRS and that conversion be keyed to the field grade promotion board populations.

FOOTNOTES

- ¹ U.S. Marine Corps, Performance Evaluation System, P1610.7B, (Washington: 23 Feb 77) p. 1-3
- ² IBID, p. 1-3
- ³ IBID, p. 1-3
- ⁴ U.S. Marine Corps, Marine Corps Promotion Manual, (Washington: 16 May 70), p. 2-5.
- ⁵ IBID, p. 3-6, 3-7
- ⁶ USMC Fitness Report (Form 1610), Section "C"
- ⁷ Performance Evaluation System, p. 3-7
- ⁸ Marine Corps Promotion Manual, p. 1-7
- ⁹ IBID, p. 2-3
- ¹⁰ IBID, p. 2-5
- ¹¹ IBID, p. 2-13
- ¹² IBID, p. 2-14
- ¹³ Department of Navy, Precept Convening a Selection Board, FY1979
- ¹⁴ IBID, p. 2
- ¹⁵ IBID, p. 2
- ¹⁶ McMillan, Buen, USMC, Memorandum, dated 30 Mar 79.
- ¹⁷ Colonels eligible for 1979 Brigadier General Board consideration were processed.
- ¹⁸ U.S. Marine Corps, Standing Operating Procedure for Staff Non Commissioned Officer Selection Boards, (Washington: undated)
- ¹⁹ General Research Corporation, Report: Manpower Management System Data Element Dictionary, (Mc lean: 30 Jun 75).

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U.S. Marine Corps, Marine Corps Promotion Manual, MCO P1400.29B, Washington: 2 Mar 77.

U.S. Marine Corps, Performance Evaluation System (PES), Marine Corps Order P1610.7B, Washington: 23 Feb 77.

U.S. Marine Corps, Standing Operating Procedure for Staff Non Commissioned Officer Selection Boards, Washington: undated.

APPENDIX 1

AUTOMATED FITNESS REPORT SYSTEM (AFRS)

[illegible]

RECORD A CONCISE APPRAISAL OF THE PROFESSIONAL CHARACTER OF MARINE REPORTED ON. THIS SPACE MUST NOT BE LEFT BLANK.

SEC "C"

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

22. I CERTIFY the information in section A is correct to the best of my knowledge.

23. I CERTIFY that to the best of my knowledge and belief all of the foregoing is true and without prejudice or partiality, I HAVE (NOT) counseled this MA concerning his overall performance of duty.

(Signature of Marine reported on)

(Date)

(Signature of Reporting Senior)

(Post)

4. (Check one when required) I HAVE SEEN THIS COMPLETED REPORT AND
☐ I HAVE NO STATEMENT TO MAKE ☐ I HAVE ATTACHED A STATEMENT.

25. REVIEWING OFFICER (Name, Grade, Duty Assignment)

250. 0411015

(Structure of Maries reported on.)

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

254. 1000

SYSTEM NAME: AUTOMATED FITNESS REPORTING SYSTEM (AFRS)

OBJECTIVE: To provide Headquarters Marine Corps (HQMC) Personnel Management Division (MM) with complete and current personnel evaluation information for all officers, warrant officers, and noncommissioned officers in the grade of sergeant and above. This information is essential to the assignment and promotion of Marine Corps personnel.

SPONSOR: Personnel Management Division (MM); managed by the Plans and Analysis Branch (MMPA)

USERS: Personnel Management Division (MM)
Officer Assignment Branch (MMPA)
Enlisted Assignment Branch (MMEA)
Promotion Branch (MMPR)
Career Planning Branch (MPCP)
Manpower Plans and Policy Division (MP)
Manpower Control Branch (MPC)
Miscellaneous Marine Corps agencies involved in manpower research and analysis

DESIGNER/
PROGRAMMER: The system was designed, developed and implemented by Marine Corps personnel assigned to HQMC; Personnel Management Division (MM) and Information System Support and Management Division (ISM).

STATUS: Implemented

SYSTEM DESCRIPTION:

GENERAL: Marine Corps fitness reports are submitted periodically on all commissioned, warrant and noncommissioned officers in the grade of sergeant and above. These reports, submitted by an individual's reporting senior, record each Marine's duty performance and is used at HQMC in determining duty assignments and in selection for promotion. The AFRS provides an automated method for collecting, maintaining and disseminating fitness information.

The AFRS utilizes source data automation (SDA) and optical character recognition (OCR) equipment to capture fitness data from individual fitness report forms. Forms are scanned at HQMC on a daily basis and updating of the AFRS data base is performed when a sufficiently large number of individual new fitness reports have been accumulated. Basic outputs from the AFRS consists of the Personnel History Cards, Master Brief Sheets and Fitness Report Briefs which are disseminated to the appropriate agencies throughout HQMC.

DATA INPUT:

The AFRS uses source data automation (SDA) to capture complete performance data on officers and staff non-commissioned officers. Optical character recognition equipment at HQMC automatically processes USMC fitness reports (NAVMC 10835) which have been prepared by reporting seniors. As part of the processing, the AFRS data base is updated.

The Manpower Management System (MMS) is also used for data input into AFRS. Data elements from the MMS Headquarters Master File (HMF) are utilized in preparing Personnel History Cards (NAVMC HQ 472), and the HMF is also periodically used to identify those officer's AFRS records which should be removed from data base and placed in a historical file (separations, retirements, etc.). A description of the HMF can be found under MMS.

FILE DESCRIPTIONS:

The AFRS data base consists of two separate but inter-related files. The Master Header File (MHF), contains a single 111 byte record for each Marine Corps officer with fitness report information. The MHF consists of data from the most recent fitness report but does not include any performance rating. Specific MHF data elements are:

<u>Data Element</u>	<u>Field Position</u>
System Aid	1-3
Social Security Number	4-13
Initials	14-16
Present Grade	17-18
Last Name and Suffix	19-38
Primary Military Occupational Specialty	39-42
Reporting Period	43-54
Reporting Occasion Code	55-56
Table of Organization Number	57-62
Table of Organization Line Number	63-67
Type Senior Noncommissioned Officer	68
Total Number of Dependents	69-70
Dependent State/Country Location -1	71-72
Dependent City/County Location - 1	73-75
Preference for Duty - 1st	76-78
Preference for Duty - 2nd	79-81
Preference for Duty - 3rd	82-84
Reporting Senior Duty Recommendation	85
Filler	86-87
System Aid	88-95
Filler	96-98
Dependent Contemplated Location	99-101
System Aid	102-111

The second data file within the AFRS is the Master Record File (MRF). It contains a 196 byte for each fitness report submitted on an individual Marine. Not only does the file include all past performance ratings, but also a history of duty assignments. The MRF description^{*} is:

^{*} Note: The MFR actually contains two different record formats. The one described is for those fitness reports recorded on the SDA fitness forms (NAVMC 10835) which are currently being utilized. Information from the pre-SDA fitness report forms (NAVMC 10147 and 10233) was manually entered during the start-up of the AFRS and is stored in a pre-SDA format. Pre-SDA data elements and their format can be found in the Source Data Automated Fitness Reporting System: Logic Specifications for Monthly Processing report, 9 June 1971.

<u>Data Element</u>	<u>Field Position</u>
Record Code	1
System Aid	2-4
Social Security Number	5-14
Initials	15-17
Present Grade	18-19
Present Monitored Command Code	20-22
Present Reporting Unit Code	23-27
Reporting Period	28-39
Reporting Occasion	40-41
Extended Report Code	42
Duty Type	43
Duty Descriptive Title	44-63
Duty Duration	64-65
Table of Organization Number	66-71
Duty Military Occupational Specialty	72-75
Reporting Senior Identification	76-88
Rifle and Pistol Qualification	89-90
Physical Fitness Qualification	91-94
Performance Ratings	95-101
Qualities Ratings	102-115
General Value Rating	116
General Value Rating Distribution	117-127
Desirability Rating	128
Additional Reports Indicator	129-131
Observation Code	132
Ptotion Qualification	133
System Aid	134-135
Monitored Command Title	136-165
Duty Descriptive Title	166-195
Filler	196

METHODOLOGY:

The AFRS collects, stores and disseminates fitness report information. Fitness reports are scanned by OCR equipment and stored on magnetic tape as they are received daily at HQMC. When a sufficient number have been processed, the tape is used to perform a complete update of the MHF and MRF. AFRS output is prepared and disseminated periodically as determined by MPPA. Both the MHF and MRF can be accessed on a non-recurring basis using the MARK IV retrieval language although because of personnel privacy only MPPA has this capability.

OUTPUT:

The Fitness Report Brief (NAVMC HQ 477) and Personnel History Card (NAVMC HQ 472) provide the Personnel Management Division (MM) with personnel management information on which to base classifications and assignments and to conduct career planning. The Fitness Report Brief displays an individual's fitness ratings for the latest fitness report as well as all past reports. The Brief also contains current duty information and the individual's preference for next duty.

The Personnel History Cards are processed from both the AFRS data base and the MMS HMF. They contain practically all the available MMS information available at HQMC but very little AFRS information. Basically, the only AFRS information in the cards is a chronological listing of an individual's duty assignments. The only fitness marks on the card are those related to regular duty, General Value and Desirability.

Another output from the AFRS are the Master Brief Sheets (NAVMC HQ 466). These reports are prepared for all selection boards and include both AFRS and MMS information. The Brief Sheets contain fitness report ratings for all past duty assignments and a limited amount of MMS information related to the Marine's current status. Like the other reports produced by the AFRS, Master Brief Sheets can be produced either on hard copy (paper) or on microfiche.

The final output from the AFRS is MMS unit diaries entries which update the MMS central master file (CMF) located in Kansas City, Missouri. The unit diaries are automatically produced on computer cards and record the duty preference of each Marine as report on the fitness report.

In addition to the outputs used at HQMC listed above, AFRS produces Fitness Report Receipts (NAVMC HQ698) and Requests for Fitness Report (NAVMC HQ455). These reports are mailed to individuals on whom fitness reports are written. The former report provides acknowledgment that a fitness report has entered the system and the latter requests that fitness reports be submitted to cover periods for which no fitness reports exist in an individual's record.

DATA PROCESSING: The AFRS is run entirely at HQMC on the IBM 360/65 computer and uses peripheral OCR equipment to scan the fitness reports and a micrographic processor in order to produce microfiche. The programming language used for the system is COBOL, but both the MHF and MRF can be accessed using the MARK IV retrieval language.

REFERENCE:

Marine Corps Order 1610.7A

Subject: Performance Evaluation System, 14 March 1972
Change 1, 30 October 1972
Change 2, April 1975
Change 3, 24 April 1975

Source Data Automated Fitness Reporting System Report

Volumes: General Information, 31 July 1970

Input/Output, 28 October 1970

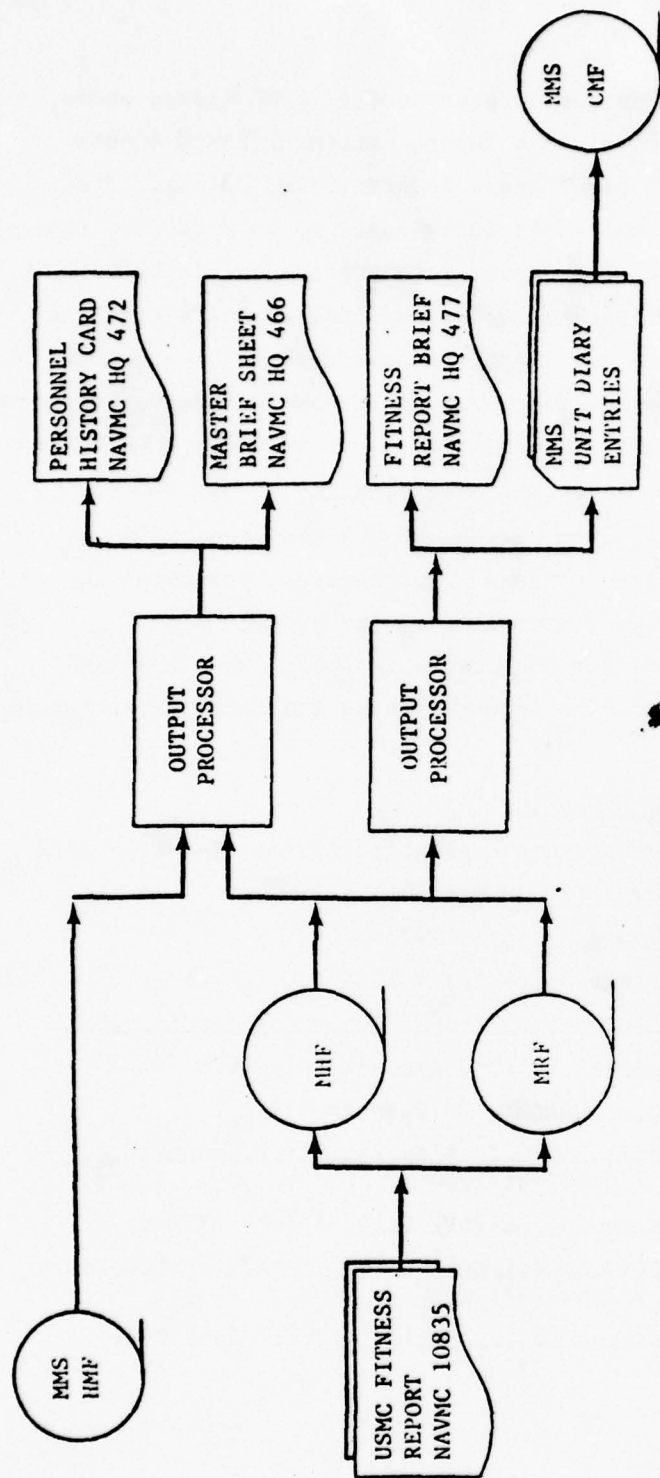
Logic Specification for Daily Processing,
7 December 1970

Personnel History Card, 3 June 1971

Logic Specification for Monthly Processing,
9 June 1971

Fitness Report Field Test, 10 June 1971

SYSTEM FLOWCHART: AFRS



APPENDIX 2

MARINE AUTOMATED PERSONNEL RECORDS SYSTEM (MAPRS)

SYSTEM NAME: MARINE AUTOMATED PERSONNEL RECORDS SYSTEM (MAPRS)

OBJECTIVE: The Marine Automated Personnel Records System (MAPRS) provides for the storage, maintenance and accuracy of all active duty, active reserve and other personnel records. The system provides the official repository for original documentation used for verification purposes for correspondence purposes, litigation, selection boards and for military assignments.

SPONSOR: Deputy Chief of Staff for Manpower (M)
With functional responsibility assigned to
Manpower Management Service Record Book (MSRB)

USERS: As the official records bank of the Marine Corps for all personnel on active duty or in an active reserve status, the MAPRS provides for the reproduction of personnel records for use throughout the Headquarters and at such places as may be directed by appropriate authority. Principal users include the Marine Corps assignment personnel (MMDA), (MMEA), Recruiting personnel (MMRA), Promotion Branch (MMPR), and Manpower Plans and Programs (MP). MAPRS supports the entire headquarters staff. Additionally, the system supports requests from individual Marines requesting copies of personal records as covered by the Freedom of Information Act.

DESIGNER/
PROGRAMMER: Program is under the development of Code M, with the program manager identified as the Special Assistant to the DC/S for Manpower. System implementation and the functional aspects of records management are the same as the replaced system, the direct responsibility of MSRB. Records conversion is currently under contract to General Electric Corporation, Alexandria, Va. Systems design, integration, and software is handled by ACCESS Corporation, Cincinnati, Ohio. The Special Assistant is the Program Manager for all efforts of the MAPRS.

STATUS: Program was initiated in 1976, with an approved 5 year program. Currently, system hardware has been procured and equipments are being phased into the physical area of the current records branch spaces. Software is being written and implemented on the ADPE at the records branch location. A major records conversion effort is currently underway. The multiyear effort is scheduled for completion in December, 1980.

SYSTEM DESCRIPTION:

GENERAL: The MAPRS was initiated in 1976 as a direct result of congressional concern emanating from the large scale loss of original personnel records in a major fire at the federal repository in St. Louis. The military services were directed to formulate systems whereby dual copies of the original records could be maintained. Over 352,000 records are located at Headquarters Marine Corps, located in the Navy Annex in Washington, D.C. The records represent over 25 million document pages of varying sizes, formats, and differing readability qualities. All updating, correspondence responses and uses of the original documents are controlled by the records branch personnel.

The MAPRS represents a conversion of all paper personnel files to a microfiche format. The format is the DOD standard 90 image per fiche that is used by all of the services. The fiche original is updateable by camera systems that are integral to the records branch. Microfiche are maintained in plastic carriers that are uniquely notched for use in large electro-mechanical storage and retrieval systems. Records can be randomly stored and retrieved in a matter of seconds. The large scale storage devices are controlled by a front end processor. That processor is a management tool for the records branch that is capable of conducting numerous supporting routines to include, update, customer service, new accessions, immediate reenlistment, broken reenlistment, drop process and a drop card process.

The MAPRS requires inputs from the MMS for data of a demographic nature. Data element definitions derived from MMS conform to that standard for commonality.

The MAPRS original is maintained in the vault area of MSRB. Where in the past the original record was signed out to various departments within the headquarters, the adoption of the MAPRS has produced an original that is controlled within the vault system at all times. The record is available 100% of the time, therefore record updates are accomplished on a daily basis. This increased accuracy of the record is a major factor in the system. Additionally, the users of the record are provided a duplicate copy of the record. The duplicate cannot be changed, is controlled in the same manner as other official records and multiple users can be serviced simultaneously. Dual copies of the original record will be maintained at another location such as Quantico, Virginia in case of a records disaster at the headquarters.

A unique feature of the MAPRS is that all records that are to be retired when a Marines service has been completed are filmed onto the same type records media. This is known as the "Chaining concept". The field record, Service Record Book, medical records, special correspondence and the master record at Headquarters Marine Corps are all contained in the same filmed packet and sent to a federal repository.

The MAPRS is a significant system improvement in the records control process within the Marine Corps. Its increased capability, accuracy and timeliness of support will have major impacts on the supportability of headquarters staffs.

DATA INPUT: All data that is put into the record is done by transmittal from commands and organizations and in some cases by the individual. Current regulations specify document inputs required for entry into the MAPRS.

APPENDIX 3

MANPOWER MANAGEMENT SYSTEM (MMS)

SYSTEM NAME: MANPOWER MANAGEMENT SYSTEM (MMS)

OBJECTIVE: The US Marine Corps Joint Uniform Military Pay System/Manpower Management System (JUMPS/MMS) provides for the recording, processing and maintaining of active military personnel and pay data on a continuing basis within the Marine Corps. The system provides information for pay, personnel administration and manpower management. MMS and JUMPS are combined systems but may be considered separately.

SPONSOR: Deputy Chief of Staff for Manpower (M)
with functional responsibility assigned to Manpower Management Information Systems Branch (MPI)

USERS: MMS is designed to provide management reports and information to all levels of command, particularly HQMC. JUMPS/MMS data is utilized in the planning and execution of manpower personnel functions including procurement, training, distribution, assignment, promotion, classification, separation, pay and allowances, preparation of budgets and the development of improved manpower management techniques. The information also provides the basis for the recording of historical data of the US Marine Corps. Users of MMS cover the full spectrum of Marine Corps commands from company/battery level to the various staff offices at HQMC. A detailed list of HQMC users is included in the Output section description.

DESIGNER/
PROGRAMMER: The Manpower Management Information Systems Branch (MPI) is responsible for the policy development of MMS. System programming and implementation is performed by the Marine Corps Automated Services Center (MCASC), Kansas City, Missouri. The Information Systems Support and Management Division (ISM) is responsible for data processing operations in support of JUMPS/MMS at HQMC.

STATUS: Implemented although modifications to the system are routinely implemented every six months.

SYSTEM DESCRIPTION:

GENERAL: The MMS was developed and implemented in 1968 primarily to meet the increasing requirements at HQMC for current and accurate information on individual Marines as well as for manpower information on an aggregate basis. The JUMPS/MMS master files consist of a complete record for each Marine on active duty for 31 days or longer. The entire MMS automated data base is not resident on a single file but is contained on a number of files located at HQMC and different Marine Corps activities across the country and Okinawa. A central MMS data file (CFM) is located at MCASC, Kansas City. MCASC performs both the functions of MMS data processing software development and modification and of master file maintenance.

The overall operation of JUMPS/MMS consists of manual and automated processes to establish computer records. The procedure used to establish the initial computer record and add the individual to the Marine Corps strength is the Accession Process. The accession of computer records is accomplished through the subsystems of JUMPS/MMS.

All officer computer records are accessed through the Commissioning Accession Management System (CAMS) which is operated by the Marine Corps Development and Education Center (MCDEC), Quantico, Virginia. All computer records for recruits are accessed at the Marine Corps Recruit Depots via the Recruit Accession Management System (RAMS). Information from the Enlistment Contract -- Armed Forces of the United States (DD Form 4) is typed on the Accession Transcription Form (ATF). When a Marine reenlists after having been separated

from active duty for more than 24 hours, the computer record must be reaccessed via the Headquarters Accession Management System (HAMS). Also accessed via HAMS are records for enlisted reservists assigned to active duty (31 days or longer), records for USMCK (J) reservists who do not report for active duty and enlisted Marine's computer records missing from the JUMPS/MMS master file.

Data to update computer records are reported within the Regular Establishment by designated reporting units to a satellite data processing installation (SDPI) for processing. MCASC is supported by SDPIs located at Okinawa, FMF Pacific, San Diego, Camp Pendleton, Parris Island, Camp Lejeune and HQMC. Each SDPI maintains a file (Field file) containing a large portion of personnel data and a substantially smaller portion of pay information related to JUMPS. Every Marine's MMS record appears both on the master file at Kansas City and at the SDPI whose jurisdiction he/she is under. The MMS master and field files contain many of the same personnel data elements, but each also has items which are totally unique to the particular file. These unique data elements generally exist for field use or, in the case of the master file, for HQMC use.

The unit diary is the basic source document of JUMPS/MMS and is used to report personnel gains and losses, establish information and change, delete or correct previously reported information based on day-to-day occurrences. Other source documents for reporting data into JUMPS/MMS are the data transcription form (DTF) used by the Administrative Control Units (ACU) and the ATF used to access computer records. Marine Corps' MMS records, both on the master and field files, are updated as the result of entries submitted

by the reporting unit on machine readable unit diaries (UD) as required by the Personnel Reporting Instructions Manual (PRIM), MCO P1080.35.

The MMS operation at HQMC involves not only submission of standard unit diaries for HQMC assigned personnel but also the submission of special information for all Marine Corps personnel. Headquarters has sole control and maintenance responsibility over specific data related exclusively to HQMC functions according to the Administrative Instructions Manpower Management System Headquarters Marine Corps (AIMMS), HQO P1080.1. Additionally, HQMC staff is responsible for correcting, updating and maintaining non-unique MMS data elements.

The basic premise underlying the development of the MMS was the need for current manpower information at HQMC. For this reason, the entire MMS data base is available at HQMC. The Headquarters Master file (HMF) is an exact copy of the master file at Kansas City and is sent to HQMC on a weekly basis. HQMC also periodically receives copies of the Field Master record from the SDPIs, although these files are almost exclusively used for MMS quality control purposes. The Quota Serial Number (QSN) Orders Process creates the QSN Master Quota File maintained at HQMC, MCASC and the SDPIs.

Extracts of the HMF are utilized by HQMC, each containing specific types of information required for report purposes. The Inquiry file (INQ) is a subset file of HMF. This file contains information on those data elements in an individual's record that are used most frequently at HQMC. Because of its smaller size, INQ data processing is less time-consuming and data access faster than with the HMF.

The Inquiry file information is also available within HQMC by means of an on-line terminal system commonly

referred to as REDDTS (Remote Entry Data Display Terminal System) using the specially created REDDTS' file. HQMC personnel managers have the capability of directly accessing a duplicate INQ on a real time basis. The system is used almost exclusively for simple retrieval purposes although computations and complex report generation may be performed.

The transfer/reassignment of enlisted Marines in the grades of corporal and below between monitored commands is controlled primarily through the Quota Serial Number (QSN) Orders Process. The master quota file is maintained at HQMC, MCASC, Kansas City and all MMS SDPIs. A weekly QSN management report is designed to be utilized by the commanding general/officer in controlling the QSN process within the command.

Bimonthly, the master quota file is used in conjunction with the MMS master file to provide HQMC personnel managers with a series of reports which are utilized as a basis for future staffing actions for each Monitored Command.

The Transaction Retrieval System (TRS) was developed to keep statistical records of past occurrences. Specific types of transactions reported on unit diaries are flagged at MCASC and compiled during MMS processing. The data are forwarded to HQMC where they are ultimately used to build a monthly and semi-annual transaction.

The Statistical Retrieval System and Rate Generator (SRS/RG) is under development at HQMC. The system will extract from the TRS Statistical file selected Type Change Codes (TCC) data records or portions of data records and re-sort them into a format that is conducive to immediate mathematical and statistical manipulation. The manpower related rates for which there is a continual requirement in the statistical analysis will permanently reside on the RG.

The COHORT file (COH) is another MMS data base file that is resident at HQMC. This file records all enlisted personnel accessions reenlistments, extensions and separations by individual. The COHORT file is primarily maintained from data derived from the TRS; however, INQ does provide some additional data. The information contained in the file is used for a variety of enlistment/reenlistment analyses performed at HQMC.

All MMS data is accessed by means of either the recurring reports process or the MARK IV retrieval system. Reports required on a recurring basis are programmed in COBOL and produced periodically (weekly, monthly, semi-annually or annually) at HQMC. Special reports can be obtained using the more limited but expedient MARK IV File Management programming language.

DATA INPUT:

The data collection of JUMPS/MMS is based on the principle of singular reporting and source data automation (SDA). Once an item of information is entered into the system, only changes, deletions or corrections to this information are reported thereafter.

The unit diary is the reporting document used to report unit events and occurrences, personnel actions and data relative to individuals assigned to a reporting unit of the Marine Corps. The UNIT DIARY (1080) NAVMC 10793 is used to report information into JUMPS/MMS. This is a scannable form designed to be processed by the optical character reader. Other source documents for reporting data used are the data transcription form (DTF) and the ATF for accession purposes.

There are four types of statements used for information reported on the unit diary. Historical data are passed through the system and appear on the unit transaction register (UTR) but the information is not

entered into the computer record. Action statements are used to report information that has not been reported previously. Erroneous information is removed by the deletion statement and corrections to the master error control file (MECF) are submitted as a correction statement.

Reporting units in the Field are required to accomplish personnel reporting, through unit diary submission, for all personnel assigned to that activity. Unit personnel reporting is normally performed at the lowest administrative echelon capable of self-administration such as company, battery, squadron, Marine barracks, Marine detachments and inspector-instructor levels.

Specific HQMC staff agencies are responsible for the establishment and maintenance of HQMC controlled data elements which are maintained by unit diaries or EAM cards. Transfer orders, lineal precedence, Naval Aviation, promotion and commissioning information is reported by appropriate HQMC staff sections. The Commissioning Accession Management System (CAMS) is designed to access all officer records into JUMPS/MMS. Accession of officer records for newly commissioned officers is accomplished at MCDEC, Quantico, Virginia. All other accessions/reaccessions of officer records are accomplished at HQMC. Accession/reaccession of all nonrecruit enlisted records is accomplished through the Headquarters Accession Management System (HAMS) at HQMC. These systems use an OCR accession transcription form (ATF) in order to input the large amount of personnel data required to establish a JUMPS/MMS record.

The Marine Corps Recruit Depots enter data into MMS through the Recruit Accession Management System (RAMS) for all newly accessed recruits. Information from the

enlistment contract is typed on the ATF. The ATF is processed on OCR scanner and a computer record is created for the RAMS Master file, the SDPI file and the Kansas City Master file.

Quotas for the transfer/reassignment of enlisted Marines are issued to commands based upon the needs of the Marine Corps and the HQMC Manpower Management System image of the losing command. When a new quota is assigned, the following action is accomplished at HQMC. A quota assignment letter (or message) is sent to the responsible command, that is, to the monitored command designated to transfer the Marines to another monitored command. The quota is assigned by use of a quota serial number. The QSN, reported on the QSN order cards, specify the number of personnel to be transferred, the grade of the individuals, the alternate grade, if any, the MOS of the individuals, the alternate MOS, if any, the estimated date of departure (EDD) from the individual's present MCC, and the estimated date of arrival (EDA) at the final command (FMCC). When commands receive the quota transfer orders, individuals are selected and reported on the unit diary.

MMS is related to external systems that provide additional information for inclusion on the Master files. MMS is fully integrated with JUMPS and feeds JUMPS with pay related personnel data reported on the unit diary. MMS passes and receives data and records to and from the Reserve Personnel Management Information System (REPMIS). Duty station preference is extracted from the Automated Fitness Report System (AFRS) and entered into MMS. Other data is also extracted to support reports produced for DOD and HQMC. The Naval Aviator, Naval Flight Officer Reporting Management System (NANFORMS) provides certain aviation data pertaining to pilot performance.

APPENDIX 4

SAMPLE SELECTION BOARD FORMS/WORKSHEETS

BRIEFING GUIDE

FICHE #: _____ NAME: _____ MOS(S) _____ / _____ / _____
 AGE: _____ GCT: _____ PASS PFT: _____ MEET WEIGHT STANDARDS: _____
 REMARKS: (DECORATIONS, AWARDS, ETC.) _____

MILITARY EDUCATION: SCHOOLS/STANDING _____

CIVILIAN EDUCATION: SCHOOLS/DEGREES _____

COMMAND EXPERIENCE _____ STAFF EXPERIENCE _____

COMBAT EXPERIENCE _____

MISC EXPERIENCE _____

TRUTH TELLER PERCENTILE (TTP) = $B+W/B+2W+A \times 100^*$

	BELOW	WITH	ABOVE	TTP
COMPANY GRADE				
MAJOR				
LTCOL				
OVERALL				

*Do Not Include 1 on 1 or School Reports.

One on One Reports (Summarize) _____

FITNESS REPORTS:

REGULAR DUTIES/GENERAL VALUE TO THE SERVICE

	SAV	AV	AV/AA	AA	AA/E	E	E/O	O
Company Grade								
Major								
LTCOL								
Overall								

SIGNIFICANT MATTER FROM RECORD _____

RECOMMENDATION:

STRONGLY, W/CONFIDENCE, W/RESERVATION, NOT

COLONEL BRIEFING GUIDE

FICHE # _____ NAME _____ MOS _____ / _____ / _____

UPDATE/CORRECT HEADER MATERIAL. ALL ITEMS ARE CORRECT EXCEPT

RECOMMENDATION: ONE TWO THREE FOUR

REASON FOR FOUR

CURRENT DUTY STATION _____ ASSIGNMENT _____

AGE _____ GCT _____ PFT: PASS/FAIL WT STDS: MEETS/DOES NOT

AWARDS _____

INTRODUCTORY REMARKS

CIVILIAN SCHOOLS/DEGREE/YEAR

MILITARY SCHOOLS/STANDING/YEAR

TBS _____

TRUTHTELLERS

COMPANY GRADE BELOW _____ WITH _____ ABOVE _____ INDEX _____

MAJOR BELOW _____ WITH _____ ABOVE _____ INDEX _____

LTCOL BELOW _____ WITH _____ ABOVE _____ INDEX _____

ONE ON ONE REPORTS _____

SUMMARY OF FITNESS REPORTS

		O	E/O	E	AA/E	AA	BELOW
COMPANY GRADE	RD GYTS						
MAJOR	RD GYTS						
LTCOL	RD GYTS						

DESIRABILITY (16)

	PD	BG	BW	PN
COMPANY GRADE				
MAJOR				
LTCOL				
TOTAL				

	A	AA	E	O
MAJOR				
LTCOL				

COMMAND EXPERIENCE

COMBAT

LTCOL

OTHER

_____	_____	_____
_____	_____	_____
_____	_____	_____

COMBAT EXPERIENCE

COMPANY GRADE SUMMARY:

FIELD GRADE SUMMARY:

TYPES OF DUTY

KEYS STAFF BILLETS

SPECIAL CONSIDERATIONS (APPEARANCE, TRENDS, STRENGTHS, WEAKNESSES)

EXPLANATION OF DIPS

NOTES

RECOMMENDATION:

ONE

TWO

THREE

FOUR

[illegible]ES

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FROM COPY FURNISHED TO DDC

FICHE # _____ NAME _____ MOS _____ / _____ AGE _____ GCT _____ YR GRP _____
CURRENT DUTY STA _____ ASSIGNMENT _____

BRIEFED AS CATEGORY: ONE TWO THREE FOUR FIVE

CIV ED	TYPE	YR	STDG	PME	YR	STDG	DECORATIONS/AWARDS (CBT V, # of)			
HS				TBS			CAR	DFC		Other
BA/BS				NATC			NAM	SilStr		
MA/MS				AWS/CLS			NCM	MSM		
PHD				CSC/ILS			AM	JSCM		
OTHER				OTHER			BrStr	NavyCr		PltHrs

WEIGHT: / PFT: PASS() FAIL() DNT PHOTO DATE:

FITNESS REPORT ANALYSIS

LIEUTENANT

INDEX	B	W	A	TotRpts	lon1	REG DU	AA MKS	GEN VAL	BG	BW
						O EX BLW		O E/O EX BLW		

TRENDS: SIGNIFICANT FR'S

PATTERN: _____

CAPTAIN

CHS DRIN															
INDEX	B	W	A	TotRpts	lonl	REG DU			AA MKS	GEN VAL				BC	BW
						O	EX	BLW		O	E/O	EX	BLW		

TRENDS:										SIGNIFICANT FR'S									
---------	--	--	--	--	--	--	--	--	--	------------------	--	--	--	--	--	--	--	--	--

PATTERN: _____

MAJOR

INDEX	B	W	A	TotRpts	lon1	REG DU	AA MKS	GEN VAL	BG	BW
						O EX BLW		O E/O EX BLW		

TRENDS:										SIGNIFICANT FR'S									
---------	--	--	--	--	--	--	--	--	--	------------------	--	--	--	--	--	--	--	--	--

PATTERN:

DUTIES (LT - CAPT - MAJOR)

ASSIGNMENTS		COMMAND				STAFF				OTHER			
MAJ	COMD YRS/MO	RK	DUTY	MOS	CBT	RK	DUTY	MO	KEY	RK	DUTY	MO	KEY
PATTERN		EVAL				EVAL				EVAL			

BRIEFER RMKS:

MEMBER NOTES:

MEMBER RECOMMENDATION: ONE TWO THREE FOUR FIVE VOTE: _____

MOS

D-7

BRIEFING GUIDE

FICHE #: _____ NAME: _____ MOS(S) _____ / _____ / _____
 AGE: _____ GCT: _____ PASS PFT: _____ MEET WEIGHT STANDARDS: _____
 REMARKS: (DECORATIONS, AWARDS, ETC.) _____

MILITARY EDUCATION: SCHOOLS/STANDING

CIVILIAN EDUCATION: SCHOOLS/DEGREES

COMMAND EXPERIENCE STAFF EXPERIENCE

COMBAT EXPERIENCE

MISC EXPERIENCE

TRUTH TELLER PERCENTILE (TTP) = $B+W/B+2W+A \times 100^*$

	BELOW	WITH	ABOVE	TTP
COMPANY GRADE				
MAJOR				
LTCOL				
OVERALL				

*Do Not Include 1 on 1 or School Reports.

One on One Reports (Summarize) _____

FITNESS REPORTS:

REGULAR DUTIES/GENERAL VALUE TO THE SERVICE

	SAV	AV	AV/AA	AA	AA/E	E	E/O	O
Company Grade								
Major								
LTCOL								
Overall								

SIGNIFICANT MATTER FROM RECORD _____

RECOMMENDATION:

STRONGLY, W/CONFIDENCE, W/RESERVATION, NOT

COLONEL BRIEFING GUIDE

/ PICHE # _____ NAME _____ / MOS _____ / _____

UPDATE/CORRECT HEADER MATERIAL. ALL ITEMS ARE CORRECT EXCEPT

RECOMMENDATION: ONE TWO THREE FOUR

REASON FOR FOUR

CURRENT DUTY STATION _____ / ASSIGNMENT _____

AGE _____ GCT _____ / PPT: PASS/FAIL WT STDS: MEETS/DOES NOT

AWARDS _____

INTRODUCTORY REMARKS

/ CIVILIAN SCHOOLS/DEGREE/YEAR

/ MILITARY SCHOOLS/STANDING/YEAR

TBS _____

/ TRUTHTELLERS

COMPANY GRADE BELOW _____ WITH _____ ABOVE _____ INDEX _____

MAJOR BELOW _____ WITH _____ ABOVE _____ INDEX _____

LTCOL BELOW _____ WITH _____ ABOVE _____ INDEX _____

/ ONE ON ONE REPORTS _____

/ SUMMARY OF FITNESS REPORTS

COMPANY GRADE

MAJOR

LTCOL

		O	E/O	E	AA/E	AA	BELOW
RD	GVTS ✓						
RD	GVTS						
RD	GVTS						

/ DESIRABILITY (16)

COMPANY GRADE

MAJOR

LTCOL

TOTAL

	PD	BG	BW	PN

	A	AA	E	O
MAJOR				
LTCOL				

COMMAND EXPERIENCE

COMBAT

LTCOL

OTHER

COMBAT EXPERIENCE

COMPANY GRADE SUMMARY:

FIELD GRADE SUMMARY:

TYPES OF DUTY

KEYS STAFF BILLETS

SPECIAL CONSIDERATIONS (APPEARANCE, TRENDS, STRENGTHS, WEAKNESSES)

EXPLANATION OF DIPS

NOTES

RECOMMENDATION:

ONE

TWO

THREE

FOUR

D-9a

COLONEL BRIEFING GUIDE

NICHE # _____ NAME _____ MOS _____/_____/_____

UPDATE/CORRECT HEADER MATERIAL. ALL ITEMS ARE CORRECT EXCEPT

RECOMMENDATION: ONE TWO THREE FOUR

REASON FOR FOUR

CURRENT DUTY STATION _____ ASSIGNMENT _____

AGE _____ GCT _____ PFT: PASS/FAIL WT STDS: MEETS/DOES NOT

AWARDS _____

INTRODUCTORY REMARKS

CIVILIAN SCHOOLS/DEGREE/YEAR

MILITARY SCHOOLS/STANDING/YEAR

TBS _____

TRUTHTELLERS

COMPANY GRADE BELOW _____ WITH _____ ABOVE _____ INDEX _____

MAJOR BELOW _____ WITH _____ ABOVE _____ INDEX _____

LTCOL BELOW _____ WITH _____ ABOVE _____ INDEX _____

ONE ON ONE REPORTS _____

SUMMARY OF FITNESS REPORTS

		O	E/O	E	AA/E	AA	BELOW
COMPANY GRADE	RD GVTS						
MAJOR	RD GVTS						
LTCOL	RD GVTS						

DESIRABILITY (16)

	PD	BG	BW	PN
COMPANY GRADE				
MAJOR				
LTCOL				
TOTAL				

	A	AA	E	O
MAJOR				
LTCOL				

COMMAND EXPERIENCE

COMBAT

LTCOL

OTHER

_____	_____	_____
_____	_____	_____
_____	_____	_____

COMBAT EXPERIENCE _____

COMPANY GRADE SUMMARY:

FIELD GRADE SUMMARY:

TYPES OF DUTY

KEYS STAFF BILLETS

SPECIAL CONSIDERATIONS (APPEARANCE, TRENDS, STRENGTHS, WEAKNESSES)

EXPLANATION OF DIPS

NOTES

RECOMMENDATION: ONE TWO THREE FOUR

BRIEFING WORKSHEET

[illegible]

LIEUTENANT COLONEL BOARD BRIEFING GUIDE

PICHE # _____ NAME _____ MOS(S) ____/____/____

RECOMMENDATIONS: (1) STRONGLY (2) W/CONFIDENCE (3) CONTENDER

(4) WITH RESERVATIONS (5) DEFINITELY NO

ABOVE ZONE _____ IN ZONE _____ BELOW ZONE _____

CURRENT DUTY STATION _____ ASSIGNMENT _____

AGE _____ OCT _____ PPT: P P WEIGHT STANDARDS: MEETS DOES NOT MEET

INTRODUCTORY REMARKS _____

AWARDS _____

MILITARY SCHOOLS/STANDING/YEAR

CIVILIAN SCHOOLS/DEGREE/YEAR

COMMAND ASSIGNMENTS

STAFF ASSIGNMENTS

COMBAT ASSIGNMENTS

MISC

FITNESS REPORTS

TRUTH TELLER PERCENTILE (TTP) = $\frac{B+W}{B+2W+A} \times 100$
(DO NOT INCLUDE 1 ON 1 REPORTS)

	AV	AV/AA	AA	AA/E	E	E/O	O
D							
V							

LIEUTENANT

CAPTAIN

MAJOR

TOTAL

BELOW	WITH	ABOVE	TTP	#16
				BW
				GT
				PD

SUMMARY: ONE ON ONE REPORTS _____

EXPLANATION OF DIPS _____

SPECIAL CONSIDERATIONS (PERSONAL APPEARANCE, FLT TIME, TRENDS, STRENGTHS, WEAKNESSES)

SUMMARY _____

RESERVE CAPTAIN BRIEFING GUIDE

NAME: _____ SSN: _____ MOS(S) _____ / _____ / _____

ABOVE ZONE: _____ ZONE: _____

AGE: _____ GCT: _____

TOTAL ACTIVE DUTY TIME: _____ DATE RELAD: _____

BILLETS/DUTIES (IN SEQUENCE):

COMBAT EXPERIENCE: _____ AWARDS: _____

CURRENT RESERVE STATUS: _____ CLASS II _____ CLASS III

PARTICIPATION IN RESERVE UNIT:

YEARS AS CLASS II/III _____ / _____

DRILL ATTENDANCE _____

ATD _____

OMCR/VTU TRAINING _____

MILITARY SCHOOLS/YEAR/STANDING: _____ CIV SCHOOLS/DEGREE/YEAR: _____

CORRESPONDENCE COURSES/DATE COMPLETED:

FITNESS REPORT SUMMARY

"TRUTH TELLERS"

	A	A/AA	AA	AA/E	E	E/O	O	BELOW	WITH	ABOVE
RD	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GV	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PD _____ GT _____ WT _____

ONE ON ONE SUMMARY: _____

RELATIVE STANDING: _____ PERCENTILE: _____

SPECIAL CONSIDERATIONS (PERSONAL APPEARANCE, FLT TIME, TRENDS,
STRENGTHS AND WEAKNESSES, CIV ACHIEVEMENT, ACTIVE IN MCROA, ETC):

PHYSICALLY QUALIFIED: _____ WT/PFT

SUMMARY: _____

RECOMMENDATION: (1) STRONGLY (2) W/CONFIDENCE
(3) CONTENDER (4) NO
(5) DEFINITELY NO

WORK SHEET

BRIEFER #: _____

(NAME OF MARINE)

(SSN)

(MOS)

(AGE)

(APPROX TIME IN SERVICE)

CWO _____ TO CWO _____ NUMBER OF FITNESS REPORTS: _____

PREVIOUSLY CONSIDERED BUT NOT SELECTED: YES ____ NO ____

I PRIMARY DUTIES

<u># OF REPORTS</u>	<u>OS</u>	<u>E</u>	<u>AA</u>	<u>A</u>	<u>BA</u>	<u>U</u>	<u>NO</u>
W-3	—	—	—	—	—	—	—
W-2	—	—	—	—	—	—	—
W-1	—	—	—	—	—	—	—

II GENERAL VALUE TO THE SERVICE

PD G W PN NO

III DISTRIBUTION OF MARINES IN SAME GRADE

ABOVE WITH BELOW

IV REPORTS:

- A. COMMENDATORY: _____
B. ADVERSE: _____
C. DISCIPLINARY ACTION: _____

NAME _____

SSN _____

BRIEFING OFFICER _____

LINEAL # _____

REGULAR DUTIES

	O	E	AA	BA
2dLt				
1stLt				
Capt				

SERVICE VALUE

	O	E	AA	BA
2dLt				
1stLt				
Capt				

DESIRABILITY

	P	G	W
2dLt			
1stLt			
Capt			

TRUTH TELLER

	B	W	A	ALONE
2dLt				
1stLt				
Capt				

REMARKS:

NAME _____

SSN _____

BRIEFING OFFICER _____

LINEAL # _____

REGULAR DUTIES

	O	E	AA	A	BA
CAPT					
MAJ					

SERVICE VALUE

	O	E	AA	A	BA	U
CAPT						
MAJ						

DESIRABILITY

	P	G	W
CAPT			
MAJ			

TRUTH TELLER

	B	W	A	ALONE
CAPT				
MAJ				

REMARKS:

RESERVE CAPTAIN BRIEFING GUIDE

NAME: _____ SSN: _____ MOS(S) _____ / _____ / _____

ABOVE ZONE: _____ ZONE: _____

AGE: _____ GCT: _____

TOTAL ACTIVE DUTY TIME: _____ DATE RELAD: _____

BILLETS/DUTIES (IN SEQUENCE):

COMBAT EXPERIENCE: _____ AWARDS: _____

CURRENT RESERVE STATUS: _____ CLASS II _____ CLASS III

PARTICIPATION IN RESERVE UNIT:

YEARS AS CLASS II/III _____ / _____

DRILL ATTENDANCE _____

ATD _____

OMCR/VTU TRAINING _____

MILITARY SCHOOLS/YEAR/STANDING:

CIV SCHOOLS/DEGREE/YEAR:

CORRESPONDENCE COURSES/DATE COMPLETED:

FITNESS REPORT SUMMARY

"TRUTH TELLERS"

	A	A/AA	AA	AA/E	E	E/O	O	BELOW	WITH	ABOVE
RD GV	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PD _____ GT _____ WT _____

ONE ON ONE SUMMARY: _____

AD-A075 848

NAVAL WAR COLL NEWPORT RI CENTER FOR ADVANCED RESEARCH
USMC SYSTEM SYNTHESIS IN SUPPORT OF THE SELECTION PROCESS, (U)
JUN 79 D B CONE, D E STOUT

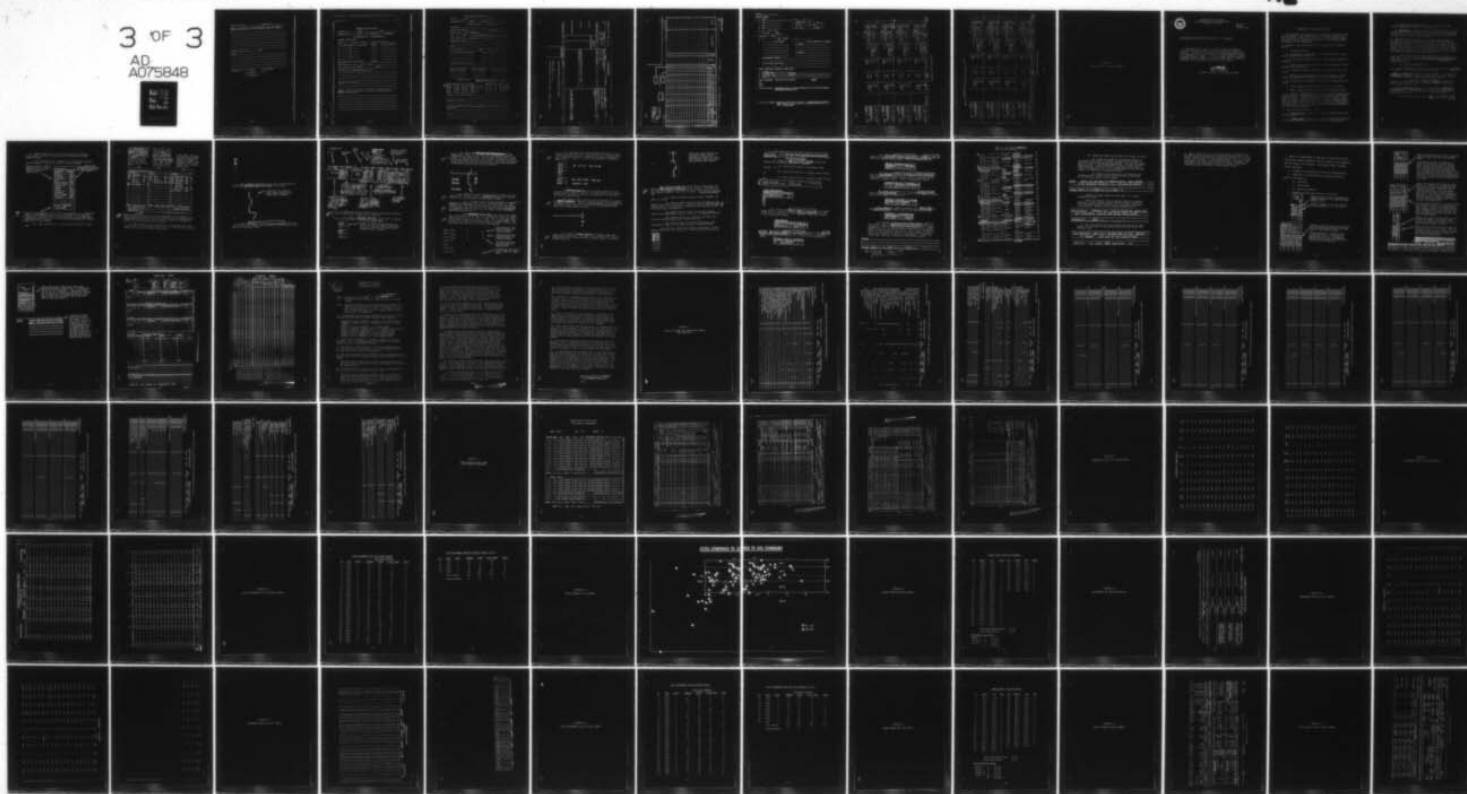
F/6 5/9

UNCLASSIFIED

NL

3 OF 3

AD
A075848



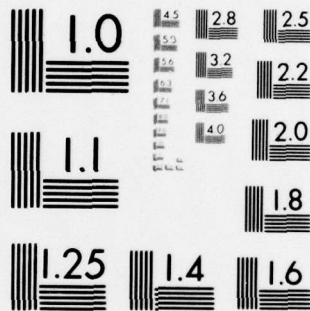
END

DATE

FILMED

11-79

DDC



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

RELATIVE STANDING: _____ PERCENTILE: _____

SPECIAL CONSIDERATIONS (PERSONAL APPEARANCE, FLT TIME, TRENDS,
STRENGTHS AND WEAKNESSES, CIV ACHIEVEMENT, ACTIVE IN MCROA, ETC):

PHYSICALLY QUALIFIED: _____ WT/PFT

SUMMARY: _____

RECOMMENDATION: (1) STRONGLY (2) W/CONFIDENCE
(3) CONTENDER (4) NO
(5) DEFINITELY NO

RESERVE MAJOR BRIEF GUIDE

FICHE/POS _____ NAME _____ MOS _____

RECOMMENDATION: (1) STRONGLY (2) W/CONFIDENCE (3) CONTENDER
(4) W/RESERVATIONS (5) DEFINITELY NO

CURRENT RESERVE STATUS:

CLASS II _____ CLASS III IN MTU _____ CLASS III NOT IN MTU _____

CL II DRILL ATTEN/CL III MTU ATTEN ACDUTRA RES RET CRED RPTS

78	_____	OF	_____	_____	_____
77	_____	OF	_____	_____	_____
76	_____	OF	_____	_____	_____
75	_____	OF	_____	_____	_____
74	_____	OF	_____	_____	_____

MEET CURRENT WEIGHT STANDARDS? _____ SOURCE _____

MOST RECENT PFT: PASS _____ FAIL _____ DATE _____

MOST RECENT RES QUAL SUMMARY _____ PICTURE _____

FITNESS REPORT COMMENTS/REPORTING SENIOR:

MISSING FITNESS REPORTS: _____

REMARKS (COMBAT DUTY, AWARDS, CIVIC ACTION, CIVILIAN OCCUPATION,
SPECIAL CONSIDERATIONS)

RESERVE MAJOR BOARD BRIEFING GUIDE

FICHE# _____ NAME _____ MOS(S) _____ / _____ / _____

RECOMMENDATIONS: (1) STRONGLY (2) W/CONFIDENCE (3) CONTENDER
(4) W/RESERVATIONS (5) DEFINITELY NO

RESIDENCE: _____

CURRENT DUTY, STATION _____ ASSIGNMENT _____

COMM YR GRP _____ DRILL ATTENDANCE _____

AGE _____ GCT _____ PFT: P _____ F _____ WEIGHT STANDARDS: MEETS _____ DOES NOT _____

YEARS ACTIVE DUTY _____ YEARS CLASS II _____ CLASS III _____

INTRODUCTORY REMARKS _____

AWARDS _____

CIV OCCUPATION _____ MOB POT: UNR _____ RESTR _____ NONE _____

CIVILIAN SCHOOLS/DEGREE/YEAR _____ MILITARY SCHOOLS/STANDING/YEAR _____

SIGNIFICANT CIVIC ACTIVITIES _____

COMMAND ASSIGNMENTS STAFF ASSIGNMENTS COMBAT ASSIGNMENTS

FITNESS REPORTS

TRUTH TELL PERCENTILE (TTP) P+W
(DO NOT USE 1 ON 1 REPTS) = $B+2W+A \times 10$

	AV	AV/AA	AA	AA/E	E	E/O	O		BELOW	WITH	ABOVE	TTP	#16
RD OV								LIEUTENANT					
								CAPTAIN					
								TOTAL					

SUMMARY: ONE ON ONE REPORTS _____

EXPLANATION OF DIPS: _____

SPECIAL CONSIDERATIONS (PERSONAL APPEARANCE, FLT TIME, TRENDS, STRENGTHS, WEAKNESSES)

SUMMARY _____

RECOMMENDATION: YES NO

SERVICE SUMMARY

NAME		RANK		SERVICE NO.	
AGE	RESERVE CLASS II CLASS III 1ST	DATE OF FIRST COMMISSION: DATES OF EAD & TOTAL: CLASS II TIME:		SPECIAL QUALIFICATIONS: POS CURRENT DUTY ASSIGNMENT: QUALIFIED IN POS?	
EDUCATION OR INSTRUCTOR		COMBAT OPERATIONS		DUTIES COMMAND AND STAFF ASSIGNMENTS IN SEQUENCE	
CIVILIAN:	YEAR OR STANDING	DECORATIONS-FAVORABLE MATTER-CIVILIAN ACHIEVEMENTS		HAS HE TAKEN ADVANTAGE OF CTR/VTU TRAINING THAT WAS AVAILABLE TO HIM?	
MILITARY:					
CORRESPONDENCE:					
UNFAVORABLE MATTER		PHYSICALLY QUALIFIED?		REMARKS	

SUMMARY STATEMENT OF CHARACTER AND CAREER.

RATER'S MARK A-- to C -

RATING AMONG THOSE BRIEFED UPPER MIDDLE LOWER

PERFORMANCE INDEX

NAME

2. NO. OF REPORTS

b. NO. OF REPORTING SENIORS

c. PI

[illegible]

8. OVERALL PERSONAL EVALUATION

Eh/ñ/ññ/E:3

NOTES

Perf Index

 $\approx 0.1 \times 10^{-4}$

9. RECOMMENDATION

TOTAL

MSGT _____
1SGT _____
SELECT _____
NOT SELECT _____
SUBSTANDARD _____
NOT CONSIDERED _____

BRIEFER _____

BRIEFING SUMMARY

1. a. NAME _____ g. HT _____ WT _____
b. SSN _____ h. CURRENT PHOTO YES _____ NO _____
c. MOS _____ i. PFT PASS _____ FAIL (YR) _____
d. AGE _____ j. PREF MSGT _____ 1ST SGT _____
e. AZ _____ PZ _____ EZ _____
f. TIG (DOR) _____ ADDED _____
2. EDUCATION a. GT/GCT _____
b. HS 1 2 3 4 GED YES/NO c. COL 1 2 3 4
d. _____ MCI COURSES e. _____ SERVICE SCHOOLS (YR) STANDING

(1) IN MOS _____

(2) NON-MOS _____

f. CORRESPONDENCE COURSES: _____

g. OTHER EDUCATION (NOT ABOVE): _____

3. SPECIAL EXPERIENCE (SUCCESSFUL NORMAL TOURS)
a. DI YEAR _____
b. RECRUITER YEAR _____ LOCATION _____
c. I&I YEAR _____ LOCATION _____
d. STATE DEPT YEAR _____ LOCATION _____
e. OTHER _____
4. COMBAT EXPERIENCE: (NOTE YRS-DUTY ASSIGNMENT) AWARDS
RVN
KOREA
OTHER
5. FAVORABLE MATERIAL (COMMENDATORY MASTS, LETTERS/RECOMMENDATIONS FOR OFF/LDO/NO-INCLUDE
YEAR AWARDED/RECOMMENDATION)

6. UNFAVORABLE MATERIAL (INCLUDE ALL DURING LAST FIVE YEARS. INCLUDE OTHER THAN LAST FIVE
YEARS ONLY IF IT CAN BE RELATED TO PERFORMANCE DURING LAST FIVE
YEARS. INCLUDE DATES)

BRIEFER CONSOLIDATED EVALUATION

VOTE		GENERAL		EDUCATION		SPEC EXPR		COMBAT/ AWARDS		FAVORABLE		UNFAVORABLE	
YES	NO												
		NAME MOS PZ TIG HT CURRENT PHOTO YES/NO PFT: PASS/FAIL YR PREF: MSGT 1SGT	AGE EZ ADBD WT PFT: PASS/FAIL YR PREF: MSGT 1SGT	GCT/GT HS GED COL MCI MOS: SERV SCH NON MOS:	DI: RCTG: I&I: STATE: OTHER:	RVN: KOREA: OTHER:	MM: LC: LA: CC: OFF PROG: PROPAY: OTHER:						
		NAME MOS PZ TIG HT CURRENT PHOTO YES/NO PFT: PASS/FAIL YR PREF: MSGT 1SGT	AGE EZ ADBD WT PFT: PASS/FAIL YR PREF: MSGT 1SGT	GCT/GT HS GED COL MCI MOS: SERV SCH NON MOS:	DI: RCTG: I&I: STATE: OTHER:	RVN: KOREA: OTHER:	MM: LC: LA: CC: OFF PROG: PROPAY: OTHER:						
		NAME MOS PZ TIG HT CURRENT PHOTO YES/NO PFT: PASS/FAIL YR PREF: MSGT 1SGT	AGE EZ ADBD WT PFT: PASS/FAIL YR PREF: MSGT 1SGT	GCT/GT HS GED COL MCI MOS: SERV SCH NON MOS:	DI: RCTG: I&I: STATE: OTHER:	RVN: KOREA: OTHER:	MM: LC: LA: CC: OFF PROG: PROPAY: OTHER:						

RPT REP SNR'S
PI

B W A
OVERALL EVALUATION
BA/AA/E/O
BRIEFER REC MSGT
REMARKS: 1SGT

RPT REP SNR'S
PI

B W A
OVERALL EVALUATION
BA/AA/E/O
BRIEFER REC MSGT
REMARKS: 1SGT

RPT REP SNR'S
PI

B W A
OVERALL EVALUATION
BA/AA/E/O
BRIEFER REC MSGT
REMARKS: 1SGT

BRIEFER CONSOLIDATED EVALUATION

VOTE		GENERAL		EDUCATION		SPEC EXPER		COMBAT/AMARPS		FAVORABLE		UNFAVORABLE	
YES	NO												
		NAME _____	AGE _____	GCT/GT _____	HS GED _____	DI: _____	PVN: _____	MM: _____		RPT _____	REP SNR'S _____		
		MOS _____	PZ _____	COL _____	HS GED _____	RCTG: _____		IC: _____					
		AZ _____	ADBD _____	MOS: _____	MCI _____	I&I: _____	KOREA: _____	LA: _____					
		HT _____	WT _____	NON MOS: _____	SFRV SCH _____	STAFF: _____	OTHER: _____	CC: _____					
		CURRENT PHOTO YES/NO _____				OTHER: _____		OPF PROG: _____					
		PRT: PASS/FAIL Y/P _____						PROPRAY: _____					
		PREF: MSGT _____						OTHER: _____					
		1STSGT _____											
		NAME _____	AGE _____	GCT/GT _____	HS GED _____	DI: _____	PVN: _____	MM: _____		RPT _____	REP SNR'S _____		
		MOS _____	PZ _____	COL _____	HS GED _____	RCTG: _____		IC: _____					
		AZ _____	ADBD _____	MOS: _____	MCI _____	I&I: _____	KOREA: _____	LA: _____					
		HT _____	WT _____	NON MOS: _____	SFRV SCH _____	STAFF: _____	OTHER: _____	CC: _____					
		CURRENT PHOTO YES/NO _____				OTHER: _____		OPF PROG: _____					
		PRT: PASS/FAIL Y/P _____						PROPRAY: _____					
		PREF: MSGT _____						OTHER: _____					
		1STSGT _____											
		NAME _____	AGE _____	GCT/GT _____	HS GED _____	DI: _____	PVN: _____	MM: _____		RPT _____	REP SNR'S _____		
		MOS _____	PZ _____	COL _____	HS GED _____	RCTG: _____		IC: _____					
		AZ _____	ADBD _____	MOS: _____	MCI _____	I&I: _____	KOREA: _____	LA: _____					
		HT _____	WT _____	NON MOS: _____	SFRV SCH _____	STAFF: _____	OTHER: _____	CC: _____					
		CURRENT PHOTO YES/NO _____				OTHER: _____		OPF PROG: _____					
		PRT: PASS/FAIL Y/P _____						PROPRAY: _____					
		PREF: MSGT _____						OTHER: _____					
		1STSGT _____											

THIS PAGE IS BEST QUALITY PHOTOGRAPH
FROM COPY FURNISHED TO DDC

APPENDIX 5

FUNCTIONS OF A SELECTION BOARD



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, D.C. 20380

IN REPLY REFER TO
MR: jaw
30 Mar 1979

MEMORANDUM FROM BRIGADIER GENERAL A. P. McMILLAN

Enclosed find a copy of a guide on how to prepare a brief on an officers case file during selection board proceedings. I feel it is comprehensive and logical and should go a long way to making it easier for board members to properly prepare their cases. I have provided copies to General McLENNAN, General HAEBEL, and General GRAY who is presently heading the Lieutenant Colonel selection board.

A. P. McMILLAN
A. P. McMILLAN

Brigadier General, U. S. Marine Corps

FUNCTIONS OF A PROMOTION BOARD

1. The president of the board will establish the ground rules for the board. Such things as academic fitness reports not being included in the truth tellers, extended fitness reports not being counted, below zone selections, and board briefing procedures will be discussed.

2. Normally, case briefings will be categorized in several levels:

1 A superior record

1- An excellent record with a few blemishes, but a very strong contender for selection.

2+ A very good record with many strong points, should be selected.

2 A good record, but has several weak areas which raise a question about selection.

3 A mediocre record of doubtful qualifications for selection.

4 Should not be promoted based on his record, or some facts such as pending retirement, medical condition, etc.

3. The following is a suggested approach for working up your cases:

a. First, prepare briefs on the officers in the zone.

b. Next, prepare briefs on the officers above the zone.

c. Finally, compute the LtCol truth teller for each officer below the zone, and generally review their Master Brief Sheet. Identify those officers who, based on the LtCol truth teller and your scanning of their record, have such a superior record that you should prepare a full brief. (Having already worked the cases above and in the zone, you have a basis of comparison for determining if a below zone officer merits consideration for accelerated promotion.)

4. You will be provided four items:

a. Analysis Sheet (Figure 1). Used to annotate data from the case file.

b. Summary Sheet (Figure 2). Used to compute the standing of each officer and decide on your briefing recommendation.

c. Master Brief Sheet (Figure 3). Printout on each officer that you will brief for selection.

d. Microfiche. Film record of all fitness reports on each officer who will be considered by the board. (This allows you to examine the record of those officers assigned to the other briefers during the briefing sessions.)

5. The following discussion is a step by step procedure to be followed in preparing your case briefs: (For exposition purposes portions of the forms, with sample entries, are shown in the next few pages; for the complete forms, refer to the end of this outline. It may prove helpful to have the complete forms in front of you as you read through this outline. Then, as you become familiar with the different parts, you can also see where they appear on the complete form.)

a. Draw a red line across the Master Brief Sheet at the point where the officer went from company grade to field grade. Draw another red line where the officer went from major to lieutenant colonel.

b. Use a yellow highlighter to:

(1) Mark off the time the officer spent at each command.
For example: 2nd Marine Division, HQMC, MCDEC.

(a) As you mark off the commands, also highlight the level of duty the officer performed while at that command. For example: Company, Battalion, Regimental level.

(b) Highlight the type of duty the officer performed in the command, such as company commander, battalion S-3, Briefing Officer, etc.

(2) Highlight any period of attendance at schools, either civilian or military. (If military schooling, also circle the truth teller, if shown, to preclude counting it in total for that rank.)

(3) Highlight any periods of duty in a combat zone.

c. After completion of the highlighting on the Master Brief Sheet, enter the information you highlighted on the Analysis Sheet.

(1) Show the major commands where the officer served and the number of years (or months) at each command.

ENTER THE MAJOR COMMAND ABBREVIATION IN ORDER OF OFFICERS EARLIEST TO LATEST TOURS.

ASSIGNMENTS	
MAJOR CMD.	YRS/MOS.
MCDEC	18
2 MAR DIV	2 YRS
3 MAR DIV	1 YR
DIA	16
MIL. OBS. PALESTINE	2 YRS
WESTPAC DIV.	10
MACV	4
MCDEC	3 YRS
FMFLANT	2 YRS
NAV. ATT SYSTEM	2 YRS
2 MAR DIV	1978
PATTERN? DIVERSIFIED ASSIGNMENTS.	

SHOW THE NUMBER OF YEARS OR MONTHS AT THE COMMAND.

EVN
?

IDENTIFY ANY PATTERN IN THE OFFICERS ASSIGNMENTS, e.g., REPEATED TOURS AT HQMC WITH FEW COMPETITIVE ASSIGNMENTS IN THE FMF/HIS PRIMARY MOS; REPEATED TOURS BETWEEN TWO BASES IN THE SAME AREA, INDICATING SOME LIMITATION ON THE OFFICERS ASSIGNABILITY; ASSIGNMENT ONLY TO FMF COMMANDS.

(2) Show command duty or staff positions held in each rank.

DUTIES (CAPT/MAJOR/LT COL)

FREE

OTHER

EVAL: WEAK CMD DUTY

MAKE AN EVALUATION OF THE DUTIES PERFORMED BY THE OFFICER: IS HIS COMMAND EXPERIENCE SUFFICIENT/LACKING; HAS HE GAINED BROAD STAFF EXPERIENCE OR NOT; DOES HE HAVE A REPETITIVE PATTERN OF ALWAYS FILLING THE SAME TYPE POSITION?

d. Now go back to the right side of the Master Brief Sheet

⑤

⑤

P

P

P

e. Use a red pencil to draw a line that connects the X's shown under VALUE AND DISTRIBUTION for each rank.



SQUARE OFF THE LINE TO
FACILITATE COUNTING THE
TRUTH TELLER NUMBERS.

X

f. Open the officers qualification jacket, review the left side of the jacket, and complete the information on the top of the Analysis Sheet.

MICROFICHE #

OFFICERS NAME

PMOS/ SMOS

AGE

GCT

~~CHECK BOOK~~
BOOK FOR OFFICERS YEAR GROUP (IDENTIFY IF PREVIOUSLY PASSED OVER FOR LOWER RNK)

WEIGHT SHOWN ON PHOTO/MAXIMUM FOR HEIGHT

YEAR WEIGHT REPORTED

FIGHE 7163 NAME SMERTZ T.L. Mos 0302, 0240 AGE 43 GCT 137 YRGRP 57 WT 190/198 NR 2

EDUC. SCHL/STDB	TYPE	YR
USNA 10/410	NONE	
	BA/BS	57
	MA/MS	
	PHD	
	OTHER	

SCHOOLING STDB	LEVEL	YR
COPE	TBS/FLT	58
7/110	AW5	65
	C+SC	73
	AFSC etc.	
	TLS	

AWARDS #	V	#	V	#	V
CAR	1	BR STAR	1	LOM	
NAM		SIL. STAR		JSCM	
NCM	1	DFC			
AM		N. CRSS			
PH	1	MSM		FLT HRS	

PET: PASS / FAIL (0) DNT (6) PHOTO DATE: 10 JAN 79

SHOW MILITARY SCHOOLING BY ENTERING YEAR; SHOW IF SCHOOL WAS COMPLETED BY COPE STUDY; SHOW CLASS STANDING IF SIGNIFICANT TOP OR BOTTOM OF CLASS).

SHOW AWARDS WON; INDICATE IF WITH COMBAT V; SHOW FLIGHT HOURS AWARDS (IF ANY).

ENTER DATE OF LATEST PHOTOS

SHOW CIVILIAN EDUCATION LEVEL BY ENTERING YEAR COMPLETED, COLLEGE, AND STANDING (IF SIGNIFICANT).

REVIEW FITNESS REPORTS FOR PFT DATA. SHOW NUMBER OF TIMES OFFICER FAILED OR DID NOT TAKE PFT.

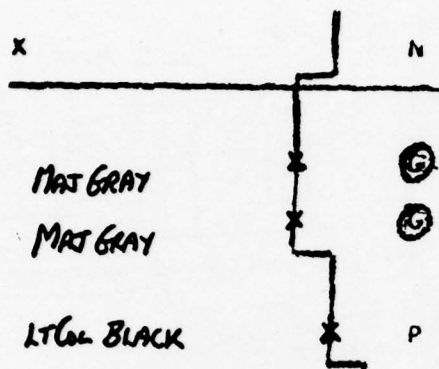
g. Review the fitness report side of the jacket working from the earliest fitness reports forward.

(1) Check the date and type of each report to ensure it is the one shown on the Master Brief Sheet.

MAY 64 E E
JUN 64
JUL 64 E E
—
AUG 64 E E
JAN 65
JAN 65 E E
—
JAN 65 O E

ENTER THE ENDING MONTH AND YEAR OF THE REPORT ON THE MASTER BRIEF SHEET TO ENSURE THAT THE OFFICERS CASE IS CHRONOLOGICALLY CORRECT.

EVAL (2) Write the ~~officer's name~~ on the Master Brief Sheet in the VALUE AND DISTRIBUTION portion. (Highlight the name if the officer was someone with a reputation in the Marine Corps. For example, a general officer, or an outstanding officer known to you. This will facilitate reinforcing your word picture of the officers qualification for promotion during the briefing session.)



EVAL (3) Review the marks on each fitness report and note those marks that may indicate a weakness on the part of the officer e.g., consistently marked down in FORCE.

EVAL (a) A fitness report marked EXCELLENT in REGULAR DUTIES but containing several AA or AV marks under the PERFORMANCE AND QUALITIES portions may be indicative of a performance trend. The same applies to a report marked OUTSTANDING in REGULAR DUTIES but with EX or AA marks in the PERFORMANCE AND QUALITIES section.

EVAL (b) ~~to reduce pencil work~~, the use of the number "1" on the Master Brief Sheet is recommended. That is, rather than writing in "E", or "AA", or "AV", etc. to show that the officer was rated low in FORCE, enter a "1" under FORCE. This will serve to identify the traits that the Marking Senior felt was below the rest of the officers performance.

JUL60	E	A				←	EXCELLENT REG DUTY WITH AA MARKS IN ADMIN/PA/FORCE
MAR61	E	A				←	EXCELLENT REG DUTY WITH AA MARKS IN ADMIN/PA/FORCE
JUL61	E	A				←	EXCELLENT REG DUTY WITH AA MARKS IN ADMIN/PA/LD
SEP61	E	E					
JAN62							
JAN62	E	A					
JUL62	O	E				←	OUTSTANDING REG DUTY WITH E MARKS IN ADMIN/ FORCE

eval
(4) Annotate under the QUALITIES portion, any pertinent key words from the fitness report that convey a sense of how the Marking Senior viewed the officers performance, e.g., "dynamic leader", "superb administrator," "leader of men," etc.

MAR65 O E
 JUN 65 LDR TOP 10% KNOWS HIS MEN
 JUN65 E E
 SEP 65
 SEP65 E E
 MAR 66
 MAR66
 —
 APR66 E A
 SEP 66 A NEEDS ATTN TO DETAIL SPEAKS MIND
 SEP66 E A
 MAR67 A INTERESTED IN MEN

(5) ~~Class standing~~ can be noted if they are significantly high, (such as top 10%) or significantly low (such as bottom 10%) indicating superior performance or a failing on the part of the officer.

eval
(6) Early fitness reports did not provide for a mark in ~~GROWTH POTENTIAL~~. However, Marking seniors often commented on GROWTH POTENTIAL. Wherever GROWTH POTENTIAL is addressed on a fitness report, enter the mark given on the Master Brief Sheet in the appropriate column.

E

O

AA

E

eval
(7) Enter the ~~truth tellers~~ (if shown) under the VALUE AND DISTRIBUTION. Normally, truth tellers will not include those shown on Reserve Duty fitness reports, or school fitness reports.

4 * 3 P
 *
 2 3 1 P
 *
 1 2 P
 *
 1 2 1 P

ENTER THE TRUTH TELLERS ON THE MASTER BRIEF SHEET, WHEREVER INCLUDED ON A FITNESS REPORT, UNDER THE VALUE AND DISTRIBUTION PORTION.

X

E/M
 (8) If you consider a fitness report significant, extract the significant comments from the report. Inclusion of the specific comments on the Master Brief Sheet will facilitate your responsiveness to the other briefers. Significant reports are:

(a) Reports marked BE GLAD TO HAVE, WILLING TO HAVE, or lower.

(b) Reports showing marked drops in VALUE TO THE SERVICE from previous reports. (Does not include WELCOME ABOARD reports where it is obvious the Marking Senior did not intend to reflect poor performance.) //

(c) Reports which relate to relief in combat, relief from independent duty, or relief as a commanding officer.

(d) Reports which are laudatory and extol the officers accomplishments well beyond the norm.

(e) Reports where the Reviewing Officer gave exceptional support to the Marking Seniors comments/marks.

(9) Note the significant reports, month/year, on the Analysis Sheet to call attention to them during your briefing.

SIGN. FACTS
MAR 65
JUN 67
OCT 67

h. After doing all of the above actions, you will have the essence of the officers career displayed on the Master Brief Sheet. The next step is to complete the fitness report analysis portion of the Analysis Sheet.

(1) Compute the truth teller index and enter the figures in the appropriate boxes. Example:

officer. 25 (a) Total below officer as company grade

15 (b) Total with officer as company grade officer.

10 (c) Total above officer as company grade officer.

BELOW AND WITH 25+15= 40 = .62 INDEX
BELOW, 2X WITH, ABOVE 25+30+10=65

FITNESS REPORT ANALYSIS

C O. G R A D E	INDEX	#	B	W	A	TOT RPTS	IONI
	62	40 65	25	15	10		/

(2) Count up the total number of reports as a company grade officer; count the number of 1 on 1 reports within the total e.g., 27 reports, 6 1 on 1 reports. Enter the figures in the appropriate boxes.

REPORT ANALYSIS

#	B	W	A	TOT RPTS	IONI	REG. DU
40 65	25	15	10	27	6 27	O E BELOW

(3) Count the number of reports that were marked O/E/BELOW in regular duties e.g., O-9, E-14, BELOW-4. (Should equal total number of reports-27.) Enter in the appropriate boxes.

TOT RPTS	IONI	REG. DU	#W/AMARK
27	6 27	O E BELOW 9 14 4	/

(4) Count the number of reports that had AA or lower marks on them in areas other than REGULAR DUTIES. e.g., 10 of 27 reports had AA marks. Enter in appropriate box.

REG. DU			#W/AA MARK	GROW POTL.		
O	E	BELOW		O	E	BELOW
9	14	4	10/27			

(5) Count the number of marks in GROWTH POTENTIAL that were O/E/BELOW. e.g., O-4, E-7, BELOW-3 (may not equal total reports as a company grade officer since mark was not required in earlier days). Enter in appropriate boxes.

#W/AA MARK	GROW POTL.			GENL. VALUE			
	O	E	BELOW	O	E/O	E	BELOW
10/27	4	7	3				

(6) Count the number of "X"'s under GENERAL VALUE that were O/E-O/E/BELOW. e.g., O-6, E/O-7, E-10, BELOW-4 (should equal total number of reports-27).

GROW POTL.			GENL. VALUE				BG	BW
O	E	BELOW	O	E/O	E	BELOW		
4	7	3	6	7	10	4		

(7) Count the number of reports with a BG or BW mark under DESIRABILITY and enter them in the appropriate boxes.

GENL. VALUE				BG	BW	SIGN. FRMT
O	E/O	E	BELOW			
6	7	10	4	2	1	MAR 65 JUL 67

(8) Review the Master Brief Sheet for the marks "1" you entered under the PERFORMANCE and QUALITIES section for traits that showed a consistently lower pattern e.g., FORCE/LEADERSHIP, etc. (A pattern should consist of being marked down at least 20-25% of the time in a trait e.g., 27 reports with 6 of them showing a mark of "1" under FORCE would be a consistent trend in the officers performance.) Circle the traits that indicate a pattern on the Analysis Sheet.

TREND: _____

PATTERN: (ADM) HO HE TP | E (PA) MP AD CO IN JD (FO) LD PR (14)

NOTE: NOT INCLUDED

- ADD DUTIES
- TACTICAL HANDLING

- PRESENCE OF MIND
- LOYALTY
- ECONOMY OF MIND
E-12

STUDENTS BASIC SCH MCB QUANT	STUDENT	AC
BASIC - SCHOOL	2NDLT	8
MC DEV AND EDU COM	COMMAND OFFICER	CH
STUDENT COMPANY - PLATOON	2NDLT	5
MC DEV AND EDU COM	COMMAND OFFICER	CH
STUDENT COMPANY - PLATOON	2NDLT	2
MC DEV AND EDU COM	COMMAND OFFICER	TR
STUDENT COMPANY - PLATOON	1STLT	3
2D MARINE DIVISION	STAFF 1 ADJUTANT	SA
INFANTRY - BN	1STLT	1
2D MARINE DIVISION	EXEC OFFICER	SA
INFANTRY BN - COMPANY	1STLT	6
2D MARINE DIVISION	STAFF 1 OFFICER	SA
INFANTRY - BN	1STLT	5
USNSCOL NAV JUSTICE NEWPORT RI	STUDENT MILITARY	CO
NAV JUSTICE - SCHOOL	1STLT LAW	2
2D MARINE DIVISION	STAFF 1	CH
INFANTRY - BN	1STLT	6
2D MARINE DIVISION	COMMAND OFFICER	CH
INFANTRY BN - COMPANY	1STLT	1
2D MARINE DIVISION	COMMAND OFFICER	TR
INFANTRY BN - COMPANY	1STLT	3
2D MARINE DIVISION	LIAISON OFFICER	TR
INFANTRY - BN	1STLT	1
USA INTELL SCH SORT HUACHUA AR	STUDENT	AC
INTELLIG SCHOOL - SCHOOL	2NDLT	7
3RD MARINE DIVISION	PHOTO INTRPRT	SA
DIVISION HQ - STAFF	1STLT OFFIC	1
3RD MARINE DIVISION	PHOTO INTRPRT	CH
DIVISION HQ - STAFF	1STLT OFFIC	2
3RD MARINE DIVISION	PHOTO INTRPRT	SA
DIVISION HQ - STAFF	1STLT OFFIC	4
3RD MARINE DIVISION	PHOTO INTRPRT	TR
DIVISION HQ - STAFF	1STLT OFFIC	2
HQ US MILASTCOMD SAIGON VIETNAM	PHOTO INTRPRT	CO
MILITARY ASST - COMMAND	1STLT OFFIC	2
3RD MARINE DIVISION	COMMAND OFFICER	TR
RECON BN - COMPANY	CAPT	4
DEF INTELLIGENCE AGENCY	MILITARY INTELLIG	SA
DEFENSE INTELLIG - AGENCY	CAPT ANALY	2
DEF INTELLIGENCE AGENCY	MILITARY INTELLIG	SA
DEFENSE INTELLIG - AGENCY	CAPT ANALY	6
DEF INTELLIGENCE AGENCY		E
	CAPT	1
DEF INTELLIGENCE AGENCY	MILITARY INTELLIG	SA
DEFENSE INTELLIG - AGENCY	CAPT OFFIC	5
DEF INTELLIGENCE AGENCY	MILITARY INTELLIG	TR
DEFENSE INTELLIG - AGENCY	CAPT OFFIC	2

TO NAME

(9) Review the Master Brief Sheet for trends in marks.

(a) Check the names of the marking seniors on the Master Brief Sheet to identify groupings of fitness reports that were given by the same marker. Look for any marked drop, or rise, in the DUTIES/QUALITY marks or VALUE and DISTRIBUTION mark. Where an officer consistently has a drop/rise in performance over 2 or 3 fitness reports from the same marker, it indicates a performance trend.

(b) Enter a word picture of the officers performance trend; either for his entire period at that rank, or at different points in his career.

TREND: STARTS HIGH THEN DROPS w/ 1 REPATING SENIOR. DOESN'T APPEAR
TO GET COMPETITIVE JOBSLOTS OF 1 IN 1. NOT ASKING FOR FME DUTY.

PATTERN: (ADM) NO HE TP | E (PA) MP AD CO IN JD (FO) LD PR

i. Repeat the above steps for each rank, i.e., Major, Lieutenant Colonel.

j. When all portions of the Analysis Sheet are complete, then make a brief summary comment on the officers qualifications for promotion/or reasons for his not being a contender for promotion. Decide on the briefing recommendation.

BRIEFER ANALYSIS: MARGINAL CASE. SEEMS TO ALWAYS GET SUPPORT JOBS
NOT IN MAINSTREAM. GOOD AS STAFF OFFICER. STRONG WRITER.

RECOMMENDATION 1 (2) 3 4

k. The last portion of the form will be used by the other members of the board to make notes during your briefs of the officers case.

BOARD MEMBER NOTES: WEAK CASE. RELIEVED EARLY AS IT I. RALLIED
AT FLAG-POLE. LONG TIME AT ONE LOCATION (9 YRS)

STRONGLY FOR YES POSSIBLE (NO) STRONGLY AGAINST WHY?

6. After completion of the Analysis Sheets, a decision will be made by the President of the board on reproduction. Normally, copies of all briefing sheets marked as 1, 1-, 2+, and 2 will be reproduced (1 copy per briefer). This will allow each member to review your candidates record in detail, and key them to the important parts of his career during the briefings without the need to make copious notes.

7. There is a requirement to maintain a tally sheet on how the briefer rated an officer, how you rated him for promotion, and the results of balloting. The Summary Sheet included herein provides:

- a. A means for recording the briefing recommendations.
- b. Computing an officers numeric standing among his peers in the areas of:

- (1) Education
- (2) Performance
- (3) Quality of Service

- c. A means to record the results of balloting.

SUMMARY SHEET	
NAME	BRIEF
SMITH T.	1
MOBZEL I.	3
CORKER A	2+
BROWN J.	1-

ENTER THE NAME OF THE OFFICER (IN DESCENDING ORDER AS THEY APPEAR ON THE LINEAL LIST).

ENTER THE RATING GIVEN THE OFFICER BY HIS BRIEFER e.g., 1, 1-, etc.

BACKGROUND				
EDUC.	SCHL.	CMD.	CBT DUTY	TOTAL Pts.
HS-10	No 0	03+5	No-10	
AA-5	1L+5	04+10	YES+10	
BA 0	TL+10	05+20		
HA+10				
+10	+5	+5	+10	30
-10	0	+5	+10	5
0	+5	+10	-10	5
+10	+10	+20	-10	30

ENTER THE POINTS ASSIGNED THE OFFICER FOR HIS BACKGROUND BASED ON THE DATA SHOWN ON THE ANALYSIS SHEET.

(THE ASSIGNING OF A NUMERIC VALUE TO SCHOOLING ETC. IS DESIGNED TO ENSURE THEY WEIGH ON THE BALANCE WHEN CONSIDERING THE OFFICERS QUALIFICATIONS FOR PROMOTION.)

TRUTH TELLER			
INDEX			TOTAL PTS
Co. X1	MAJ X2	LTC X3	
60	110	183	353
52	120	120	292
67	122	165	344
70	130	180	380

ENTER THE TRUTH TELLER INDEXES FROM THE ANALYSIS SHEET AND APPLY THE FACTORS SHOWN.

(THE USE OF FACTORS IS DESIGNED TO PLACE WEIGHT ON THE OFFICERS PERFORMANCE IN HIS LATER YEARS. A FACTOR OF 2X RECOGNIZES THAT PERFORMANCE AS A MAJOR SHOULD COUNT FOR MORE THAN AS A LT OR CAPTAIN SINCE THE OFFICER SHOULD HAVE MATURED AND GAINED EXPERIENCE. A FACTOR OF 3X RECOGNIZES THAT PERFORMANCE AS A LTCOL SHOULD INDICATE POTENTIAL AS A COLONEL.)

QUALITY OF SVC.				ADVERSE POINTS
Co. 20 PTS	MAJ. 25 PTS	LTC 30 PTS	TOTAL PTS	
13	20	25	58	0
13	20	12	45	20
15	20	24	59	0
18	22	25	65	0

ENTER YOUR EVALUATION OF THE OFFICERS QUALITY OF SERVICE AS DETERMINED FROM YOUR REVIEW OF THE MICROFICHE AND THE BRIEFERS COMMENTS. (THIS IS A SUBJECTIVE RATING BASED ON YOUR PERCEPTION OF THE OFFICERS OVERALL RECORD IN EACH RANK. SUCH THINGS AS ASSIGNMENTS, OVERALL MARKS ON REPORTS, REVIEWING OFFICERS COMMENTS, TRENDS, ETC. SHOULD GO INTO YOUR EVALUATION.)

ASSIGN ADVERSE POINTS TO AN OFFICER WHERE THE RECORD INDICATES POOR PERFORMANCE. SUCH THINGS AS RELIEF IN COMBAT, RELIEF FROM COMMAND, RELIEF FROM INDEPENDENT DUTY, OVERWEIGHT, FAILING THE PFT, ETC. ARE CONSIDERED AND POINTS DEDUCTED FROM THE OFFICERS RATING.

QUAL PT. INDEX	DECISION
441	1+
322	3+
408	2-
475	1-

COMPUTE THE QUALITY POINT INDEX FOR THE OFFICER BY ADDING BACKGROUND, TRUTH TELLER, AND QUALITY OF SERVICE POINTS, AND DEDUCTING ADVERSE POINTS.

ENTER YOUR DECISION ON HOW YOU RATE THE OFFICER; AS A 1, 1-, 2+, ETC. THIS IN ESSENCE IS HOW YOU ARE DECIDING TO VOTE. THE HIGHER RATED OFFICERS SHOULD GET YOUR VOTE FOR SELECTION.

~~THE SUMMARY SHEET APPROACH IS NUMERIC IN REPRESENTATION, BUT IS NOT BASED ON A COMPUTER TYPE DECISION~~ i.e., SO MANY POINTS = SELECTION: ~~YOU MAKE THE SUB-~~

~~DECISIONS ON HOW TO RATE THE OFFICERS RECORD.~~ IN FACT THE POINTS FOR EACH AREA OF PERFORMANCE ARE PURELY A SUBJECTIVE DECISION AS TO WHAT IS IMPORTANT IN AN OFFICERS CAREER AND CAN BE CHANGED BY THE BOARD TO ANY LEVEL THE MEMBERS CONSIDER FAIR.)

VOTING RESULTS							
BALLOT/VOTES							
1	2	3	4	5	6	7	8
6							X
0	DROPPED						-
4	4	5	6				X
8							X

AFTER EACH BALLOT, ENTER THE VOTES EACH OFFICER RECEIVED ON THE BALLOT. IF SELECTED, PUT AN "X" IN "SELECTED". (THIS WILL ALLOW YOU TO SEE AT A GLANCE THE SUPPORT THE OFFICER HAS, OR DEVELOPS ON SUBSEQUENT BALLOTS, COMPARE IT WITH YOUR DECISION, AND GUIDE YOUR VOTE ON THE NEXT BALLOT.)

NOTES

MODZEL RELIEVED AS I+I = No VOTE
BROWN TOP MAN FOR LT GENL FLUKE = SUPPORT

A PORTION OF EACH SHEET IS RESERVED FOR NOTES. IF YOU FEEL VERY STRONG FOR, OR AGAINST, ON OFFICERS SELECTION, IT IS RECOMMENDED THAT YOU MAKE A NOTE AS TO WHY SO THAT IN THE HEAT OF BALLOTING YOU CAN RECALL WHY YOU WILL OR WILL NOT SUPPORT THAT OFFICER.

[illegible][illegible]

FIGURE 2



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

THIS PAGE IS BEST QUALITY PRACTICABLE
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From: Secretary of the Navy
To: Brigadier General Alfred M. GRAY, Jr., U. S. Marine Corps

Subj: Precept convening a selection board to recommend male unrestricted officers of the Marine Corps on active duty for promotion to the grade of lieutenant colonel and a naval examining board to examine those officers recommended for promotion

1. A selection board is hereby appointed consisting of yourself as president and the following additional members:

Brigadier General Vincente T. BLAZ, U. S. Marine Corps
Brigadier General Albert E. BREWSTER, Jr., U. S. Marine Corps
Colonel Philip J. DOOLEY, U. S. Marine Corps
Colonel Alphonse J. CASTELLANA, U. S. Marine Corps Reserve
Colonel Albert H. MANHARD, Jr., U. S. Marine Corps
Colonel Charles K. BRESLAUER, U. S. Marine Corps
Colonel Paul L. MOREAU, U. S. Marine Corps Reserve
Colonel Neil M. LARIMER, II, U. S. Marine Corps

2. Major Gary D. RAINEY, U. S. Marine Corps, will act as recorder. First Lieutenant Miriam K. LYDICK, U. S. Marine Corps, will act as assistant recorder.

3. The board is hereby ordered to convene at Headquarters, U. S. Marine Corps, Washington, D. C., on 29 March 1979, or as soon thereafter as may be practicable.

4. The following oath or affirmation shall be administered to the recorder and the assistant recorder by the president of the board:

"You, and each of you, do solemnly swear (or affirm) that you will keep a true record of the proceedings of the board. So help you God."

The following oath or affirmation shall then be administered by the recorder to the members of the board:

"You, and each of you, do solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the naval service, perform the duties imposed upon you by law. So help you God."

5. The Commandant of the Marine Corps, acting for the Secretary of the Navy, shall furnish the board with the names and records of all male unrestricted officers eligible for consideration for promotion to the grade of lieutenant colonel, determined as of the date the board convenes, and shall indicate the names of those in the promotion zone. The board shall carefully consider the case of each officer whose name is furnished.

6. From among those eligible officers, the board may recommend not more than 335 for promotion. This number shall include a number of officers designated as judge advocates that is not less than 70% of the number of such officers in the promotion zone.

7. Subject to the selection criteria established by statute and set forth in this precept for the various categories of eligible officers, the law requires the uniform application of the appropriate criteria for all officers of each category under consideration. The fact that an eligible officer is above, within, or below the promotion zone is immaterial to the determination of whether that officer meets the criteria established by law for his category.

8. Officers on the active list (officers of the Regular Marine Corps, other than retired officers, holding permanent appointments in grades above chief warrant officer, W-4) who are recommended for promotion shall be those whom the board considers best fitted for promotion; that is, they shall be selected as best fitted to assume the duties of the next higher grade. From among those eligible officers on the active list who are junior in lineal rank to the junior officer in the promotion zone, the board may recommend as best fitted for promotion a number of male officers that does not exceed five percent of the total number of such officers that the board is authorized to recommend for promotion. Officers not on the active list recommended for promotion shall be those whom the board considers qualified for continued active duty in the next higher grade.

9. The board is directed that administrative staff duty, duty in aviation, supply duty, or duty in any technical specialty performed by an officer of the Marine Corps shall be given weight by the selection board in determining fitness for promotion equal to that given line duty equally well performed.

10. In making its determinations, the board shall give to service in, and evaluation reports from, Joint, Combined, Allied and Office of the Secretary of Defense Staffs, the same weight that is accorded to service in, and evaluation reports from, the Department of the Navy.

11. If necessary to interpret medical data in the case of any officer under consideration, the board may avail itself of the testimony of the Surgeon General of the Navy or of such other medical experts in the Navy as it may desire.

12. Equality of treatment and opportunity has long been the official policy of the Department of the Navy. The policy of equal opportunity in the Marine Corps applies without regard to race, creed, color, sex or national origin. In your deliberations, you will apply this policy. Upon receipt of your recommendations, I intend to examine with particular care the extent to which this requirement has been complied with.

13. Upon completion of its selections for promotion, the board shall constitute itself a naval examining board and shall recommend for promotion those officers selected who, in the opinion of the board, are professionally qualified to perform all the duties of the next higher grade to which they might reasonably be expected to be assigned.

14. From among those officers eligible for consideration for promotion to the grade of lieutenant colonel, the board shall report the name of those officers with less than twenty years of service whose records, in its opinion, indicate unsatisfactory performance of duty in their present grade and that they would not satisfactorily perform the duties of a higher grade.

15. The report of the board shall be in writing, shall be signed by all the members, and shall certify that the board has complied with all instructions and directions contained in this precept, and that its recommendations and report represent the opinion of at least two-thirds of the members.

16. The proceedings of the board shall not be disclosed except as authorized by the Secretary of the Navy. The recommendations of the board may not be disclosed, except as authorized by the Secretary of the Navy, until approved. Upon completion of its proceedings, but not before ten days have elapsed, including the date of convening of the board, the board shall forward its report to the Secretary of the Navy via, first, the Commandant of the Marine Corps for his recommendation in the premises and, second, the Judge Advocate General of the Navy for legal review.

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APPENDIX 6

PROMOTION BOARD AND SUPPORTING SYSTEM
DATA ANALYSIS

ADMINISTRATIVE DATA

Supporting Systems

AFRS	MMS	MAPR	PROPOSAL	PI FORM	SUMM	CONSOL	GUIDE	MBS
------	-----	------	----------	---------	------	--------	-------	-----

Promotion Board Forms

MMPR	MMPR	COL
SUMM	CONSOL	GUIDE MBS

1. General Data

Microfiche Number	X
Name	X X X X X X X X X X
Initials	X X X X X X X X X X
SSN	X X X X X X X X X X
Rank	X X X X X X X X X X
Rank Description/Special Grade	X X X X X X X X X X
Special Grade DOR/TIG	X X X X X X X X X X
Component	X X X X X X X X X X
Lineal Number	X X X X X X X X X X
PMOS	X X X X X X X X X X
AMOS(s)	X X X X X X X X X X
GT/GCT	X X X X X X X X X X
Permanent Grade	X X X X X X X X X X
Permanent Grade DOR/TIG	X X X X X X X X X X
Date of Birth/Age	X X X X X X X X X X
Date Original Entry Armed Forces	X X X X X X X X X X
Pay Entry Base Date	X X X X X X X X X X
AF Active Duty Base Date	X X X X X X X X X X
Active Naval Duty Base Date	X X X X X X X X X X
Date Accepted First Commission	X X X X X X X X X X
DOR First Commissioned	X X X X X X X X X X
DOR First Appointment LDO	X X X X X X X X X X
Date Designated Pilot	X X X X X X X X X X
Current Active Duty Base Date	X X X X X X X X X X
Service Date/Year Group	X X X X X X X X X X
Expiration of Active Service	X X X X X X X X X X
Date Current Tour Began	X X X X X X X X X X
Overseas Control Date	X X X X X X X X X X
Contract Legal Agreement	X X X X X X X X X X
Awards	X X X X X X X X X X

PROMOTION BOARD AND SUPPORTING SYSTEMS DATA ANALYSIS (cont'd)

ADMINISTRATIVE DATA

	Supporting Systems				Promotion Board Forms					COL GUIDE	MBS
	AFRS	MMS	MAPR	MCM PROPOSAL	MMPR PI FORM	MMPR SUMM	MMPR CONSOL				
Previously Passed Lower Rank	X	X		X							X
Weight				X							
Maximum Wt for Height				X							
Year Wt Reported				X							
Photo Date				X							
Monitored Command Code (MCC)	X	X	X	X							X
MCC English Name		X		X	X						X
Current Duty Assignment				X	X						
Rank				X	X						
Combat/Joint Service				X	X						
Duty MOS		X		X							
Occasion of Report	X			X							X
Report Begin Date	X			X	X						X
Report End Date	X			X	X						X
Commandatory Reports	X			X							X
Adverse Reports	X			X							X
Disciplinary Action	X			X							X
Frequency of Reports	X			X							X
Qualified for Promotion	X			X							X
Reporting Unit Code	X	X	X								
Billet Description	X	X		X	X						X
Number of Months Regular Duty	X			X	X						X
T/O Number	X										
T/O Line Number		X									
Physical Fitness Qualification	X	X		X							
Dependents Data											
# Requiring Transportation		X									
Dependents Location		X									
Dependents Address											
Preference of Duty	X	X									
Reporting Senior											
Service	X			X							
Grade	X			X							

PROMOTION BOARD AND SUPPORTING SYSTEMS DATA ANALYSIS (cont'd)

ADMINISTRATIVE DATA

	Supporting Systems				Promotion Board Forms				COL GUIDE	MBS
	AFRS	MMS	MAPR	PROPOSAL	MCM	MMPR	MMPR	MMPR		
SSN	X									
Name	X									
Duty Assignment	X				X					
Number	X				X					
Briefer Name										
Height										
Briefing Category										
Flight Time/Hours			X							

2. Education Data

Civilian										
Degree	X	X			X					
Year Completed	X	X			X					
Standing					X					
Military										
School	X	X			X					
Year Completed	X	X			X					
Standing					X					
Foreign Language	X	X								
Number of MCI Courses										
Correspondence Courses					X					
Promotion Zone Information										
Above Zone										
Primary Zone										
Expanded Zone										

PERFORMANCE DATA

Regular Duties										
Number Outstanding (OS)	X				X					
Excellent (EX)	X				X					
Above Average (AA)	X				X					
Average (AV)	X				X					
Below Average (BA)	X				X					
Unsatisfactory (UN)	X				X					
Not Observed (NO)	X				X					

PERFORMANCE DATA

Training Personnel

Supporting Systems

MCM

Promotion Board Forms

AFRS MMS MAPR PROPOSAL PI FORM SUMM CONSOL GUIDE MBS

[illegible]

<u>Supporting Systems</u>			<u>Promotion Board Forms</u>				
AFRS	MMS	MAPR	MCM	PMMPR	PMMPR	PMMPR	COL
			PROPOSAL	PI FORM	SUMM	CONSOL	GUIDE
							MBS

Other Duties

Additional Duties

Number OS	X									X
Number EX	X									X
Number AA	X									X
Number AV	X									X
Number BA	X									X
Number UN	X									X
Number NO	X									X
Administrative Duties										
Number OS	X									X
Number EX	X									X
Number AA	X					X				X
Number AV	X					X				X
Number BA	X					X				X
Number UN	X					X				X
Number NO						X				X
Handling Officers										
Number OS	X									X
Number EX	X									X
Number AA	X					X				X
Number AV	X					X				X
Number BA	X					X				X
Number UN	X					X				X
Number NO	X					X				X
Handling Enlisted Personnel										
Number OS	X									X
Number EX	X									X
Number AA	X					X				X
Number AV	X					X				X
Number BA	X					X				X
Number UN	X					X				X
Number NO	X					X				X

PROMOTION BOARD AND SUPPORTING SYSTEMS DATA ANALYSIS (cont'd)

Supporting Systems

Promotion Board Forces

PERFORMANCE DATA

Military Presence

	AFRS	MMS	MAPR	MCM	PROPOSAL	PI FORM	SUMM	CONSOLE	GUIDE	MBS
Number OS	X									X
Number EX	X									X
Number AA	X			X						X
Number AV	X			X						X
Number BA	X			X						X
Number UN	X			X						X
Number NO	X									X

Attention to Duty

Number OS	X									X
Number EX	X									X
Number AA	X			X						X
Number AV	X			X						X
Number BA	X			X						X
Number UN	X			X						X
Number NO	X									X

Cooperation

Number OS	X									X
Number EX	X									X
Number AA	X			X						X
Number AV	X			X						X
Number BA	X			X						X
Number UN	X			X						X
Number NO	X									X

Initiative

Number OS	X									X
Number EX	X									X
Number AA	X			X						X
Number AV	X			X						X
Number BA	X			X						X
Number UN	X			X						X
Number NO	X									X

Supporting Systems

Promotion Board Forms

COL

PERFORMANCE DATA

Judgment

Number OS	X				X	X
Number EX	X				X	X
Number AA	X			X	X	X
Number AV	X			X		X
Number BA	X			X		X
Number UN	X			X		X
Number NO	X					X
Presence of Mind						
Number OS	X					X
Number EX	X					X
Number AA	X			X		X
Number AV	X			X		X
Number BA	X			X		X
Number UN	X			X		X
Number NO	X					X
Presence of Mind						
Number OS	X					X
Number EX	X					X
Number AA	X					X
Number AV	X					X
Number BA	X					X
Number UN	X					X
Number NO	X					X
Force						
Number OS	X				X	X
Number EX	X				X	X
Number AA	X			X	X	X
Number AV	X			X	X	X
Number BA	X			X		X
Number UN	X			X		X
Number NO	X					X

PROMOTION BOARD AND SUPPORTING SYSTEMS DATA ANALYSIS (cont'd)

PERFORMANCE DATA	Supporting Systems				Promotion Board Forms				
	AFRS	MMS	MAPR	MCM PROPOSAL	MMPR PI FORM	MMPR SUMM	MMPR CONSOL	COL GUIDE	MBS
Leadership									
Number OS	X								X
Number EX	X								X
Number AA	X			X					X
Number AV	X			X					X
Number BA	X			X					X
Number UN	X			X					X
Number NO	X								X
Loyalty									
Number OS	X								X
Number EX	X								X
Number AA	X								X
Number AV	X								X
Number BA	X								X
Number UN	X								X
Number NO	X								X
Personal Relations									
Number OS	X								X
Number EX	X								X
Number AA	X			X					X
Number AV	X			X					X
Number BA	X			X					X
Number UN	X			X					X
Number NO	X								X
Economy of Management									
Number OS	X								X
Number EX	X								X
Number AA	X								X
Number AV	X								X
Number BA	X								X
Number UN	X								X
Number NO	X								X

Promotion Board Forms

AFRS	MMS	MAPR	PROPOSAL	PI FORM	SUMM	CONSOL	GUIDE	MBS
------	-----	------	----------	---------	------	--------	-------	-----

Number OS	X		X			X
Number EX	X		X			X
Number AA	X		X			X
Number AV	X		X			X
Number BA	X		X			X
Number UN	X		X			X
Number NO	X		X			X
General Value to Service						
Estimate						
Number OS	X		X		X	X
Number EX-OS	X		X		X	X
Number EX	X		X		X	X
Number AA-EX	X		X		X	X
Number AA	X		X		X	X
Number AV-AA	X		X		X	X
Number AV	X		X		X	X
Number BA-AV	X		X			X
Number BA	X		X			X
Number UN	X		X			X
Number NO	X		X			X
Distribution/Truth Teller						
Number Marked Above	X		X		X	X
Number Marked With	X		X		X	X
Number Marked Below	X		X		X	X
Preference in War/Desirability						
Number Particular Desire (PD)	X		X		X	X
Number be Glad (BG)	X		X		X	X
Number Be Willing (BW)	X		X		X	X
Number Prefer Not (PN)	X		X		X	X
Number Not Observed (NO)	X		X		X	X

OTHER DATA

Recommendation

Supporting Systems

MCM

Promotion Board Forms

AFRS	MMS	MAPR	PROPOSAL	PI FORM	SUMM	CONSOL	GUIDE	MBS
------	-----	------	----------	---------	------	--------	-------	-----

AFRS MMS

MMS MAPR

PROPOSAL

PI FORM

SUMMS

CONSOL

GUI

E MBS

Select

Not Select

Substandard

Not Considered

Preference for Promotion

Sgt Maj

MGY Sgt

First SGT

MSgt

Performance Index

No of Months

Index Summ/Reporting Pd

Summ x Months

Total Number Months

Total Index Summ for Total

Number of Reports	Number of Reports
1	1
2	2
3	3
4	4
5	5
6	6
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100	100

Performance Index

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APPENDIX 7

SAMPLE MASTER BRIEF SHEET
WITH ATTACHED WORKSHEET

SAMPLE MASTER BRIEF SHEET
WITH ATTACHED WORKSHEET

GRADE: MAJOR

MOS: 7576

NUMBER: 26

REPORTS	#MOS	PER	QUAL	V&D	DES	TOT-TOTPOS	XMOS TOT	PER	B	W	A	T
1	4	20/24	39/44	3.5/4	4/4	4. 66.5/76	266/304			1		
2	3	17/20	43/48	3.5/4	4/4	3. 67.5/76	203/223	88.8	5	3	3	
3	2	17/20	43/48	3.5/4	4/4	2. 67.5/76	135/156	88.8	2	1	1	
4	4	18/20	48/52	3.5/4	4/4	4. 73.5/80	294/320	91.9	3	2	4	
5	3	23/24	49/52	4/4	4/4	3. 80/84	240/252	95.2	4	2		
6	2	16/20	40/48	3.5/4	4/4	2. 63.5/76	127/156	83.6		1		
7	7	21/24	40/48	3/4	4/4	7. 68/80	476/560	85.0			1	
8	2	20/24	43/48	3.5/4	4/4	2. 70.5/80	141/160			1		
9	1	13/16	43/52	3/4	4/4	1. 63/76	63/76	82.9			1	
10	2	12/16	37/48	3/4	2/4	2. 54/72	108/144	75.0		3	2	
11	7	17/20	39/48	3/4	4/4	7. 63/76	441/532	82.9	1	2	1	
12		194/228	464/536	37/44	42/44							
TOTAL	37	85.1	86.6	84.1	95.5		2494/2888	86.4	15	16	13	51.7
GRADE: LTCOL												
1	4	19/20	48/48	3.5/4	4/4	4. 72.5/76	290/304	95.4		1		
2	6	19/20	48/48	3.5/4	4/4	6. 74.5/76	447/456	98.0		1		
3	6	18/20	42/48	3.5/4	4/4	6. 67.5/76	405/456	88.8	1			
3	7	20/20	48/48	3.5/4	4/4	7. 75.5/76	529/532	99.3		1		
5	5	20/24	41/48	3.5/4	4/4	5. 69.5/80	343/400	85.6		4	3	
15	28	96/104	225/240	17.5/20	20/20		2014/2148	93.8	1	7	3	44.4
16		92.3	93.7	87.5	100.0							
17		290/332	689/776	54.5/64	62/64							
TOTAL	65	87.3	88.8	85.2	96.6		4508/5036	89.5	16	23	16	50.0

PERF % 87.3 QUAL % 88.8 CUM OER % 89.5 TT % 50.0

SILVER STAR MEDAL 29 AIR MEDAL-SIRKAPLI
AIR MEDAL ACHIVMENT

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MASTER SHIELD SHEET - NAVMC NO 466

G-4

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APPENDIX 8

DEMOGRAPHIC DATA FOR COLONEL SAMPLE

DEMOGRAPHICS ON COLONEL SAMPLE

MOS	AFDBD	TIS	DOR	TIG	AGE	MIL SCH	CIV ED	GROUP	PER%	TT%
1. 3002	9/56	22+9	2/79	0+5	45	TLS	MA	1	98.6	71.4
2. 1802	1/56	23+5	7/78	0+11	46	TLS	BS	1	99.8	56.0
3. 9906	6/55	24+0	1/78	1+1	46	TLS	MA	1	98.3	62.9
4. 1803	2/53	26+4	6/77	2+0	45	ILS	MS	1	98.7	62.5
5. 7501	8/55	23+10	5/78	1+1	47	ILS	BS	1	99.0	62.0
6. 1302	3/56	23+2	7/78	0+11	45	TLS	MA	2	94.2	63.6
7. 0802	6/55	24+0	8/78	0+10	46	TBS	MA	2	95.9	65.6
8. 0302	7/60	18+11	SEL	0+0	47	ILS	BS	2	96.9	60.9
9. 0302	5/55	24+1	SEL	0+0	47	ILS	MA	2	95.1	66.3
10. 0302	9/57	21+9	SEL	0+0	45	TLS	MA	2	94.5	68.5
11. 7501	4/57	22+2	6/78	0+12	46	TLS	BA	2	96.8	68.3
12. 4402	3/60	19+3	SEL	0+0	45	ILS	FPRO	2	96.7	48.3
13. 1802	6/55	24+0	4/78	1+2	45	TLS	MA	1	98.1	67.8
14. 7501	6/55	24+0	6/78	1+0	46	TLS	BS	2	94.7	52.0
15. 2502	6/56	23+0	10/78	0+8	45	TLS	BS	2	97.2	83.3
16. 0302	8/54	24+10	9/78	0+9	46	TLS	BS	2	97.9	64.7
17. 7564	2/53	26+4	7/78	0+11	47	ILS	BA	2	95.2	64.1
18. 0302	10/48	30+8	11/77	1+7	48	ILS	MA	2	94.5	54.0

MOS	AFABED	TIS	DOR	TIG	AGE	MIL SCH	CIV ED	GROUP	PER%	TT%
19. 7508	6/55	24+0	7/78	0+11	47	ILS	BS	2	95.7	69.3
20. 0802	4/54	25+2	7/76	2+11	47	TLS	BA	2	96.7	50.0
21. 7508	6/53	26+0	7/78	0+11	46	ILS	BS	2	94.5	51.0
22. 7501	4/48	31+2	9/77	1+9	46	ILS	1 YR	2	96.0	62.4
23. 7521	6/55	24+0	2/78	1+4	45	TLS	BS	2	97.1	61.2
24. 7501	2/55	24+4	7/78	0+11	44	TLS	BS	2	97.3	70.0
25. 7576	1/56	23+5	7/78	0+11	45	ILS	BS	2	94.4	66.7
26. 0802	1/56	23+5	7/78	0+11	46	TLS	MA	2	96.3	63.0
27. 2502	10/53	25+8	7/78	0+11	47	ILS	MA	2	95.1	76.1
28. 7522	6/56	23+0	9/78	0+9	46	TLS	MS	2	97.5	65.5
29. 7564	5/55	24+1	6/78	1+0	46	TLS	MA	3	94.1	61.3
30. 7562	7/54	24+11	7/78	0+11	45	ILS	AA	3	93.2	52.1
31. 7522	3/55	24+3	1/78	1+6	46	ILS	BA	3	91.9	51.1
32. 7511	6/56	23+0	9/78	0+9	46	TLS	MA	3	93.3	62.5
33. 0302	6/54	25+0	7/76	2+9	47	TLS	BA	3	91.1	56.8
34. 1302	6/55	24+0	9/77	1+9	47	ILS	BS	3	93.6	66.7
35. 0302	5/54	25+1	9/77	1+9	48	ILS	MS	3	94.1	52.2

APPENDIX 9

PERFORMANCE DATA FOR COLONEL SAMPLE

PERFORMANCE DATA ON BELOREL SAMPLE

ADMINISTRATIVE DATA					PERFORMANCE DATA				TRUTH TELLER DATA														
NOS	CAMP	NO	RTM	RTM SE	PERFORMANCE		QUALITY		VALUE FIRST		DESIRABILITY		TOTAL		LVS1		INDEX						
					SCORE	PASS %	SCORE	PASS %	SCORE	PASS %	SCORE	PASS %	SCORE	PASS %	1/15	%	B	W	A	%			
1.	3002	1	18	9	68	262	272	96.3	687	692	99.3	56	56	100	4384	4344	98.6	3/18	16.7	44	20	0	71.4
2.	1802	1	11	5	61	192	192	100	579	580	99.8	43.5	44	98.9	4747	4752	99.8	4/11	36.4	3	11	0	56.0
3.	9906	1	16	8	59	291	300	98.0	800	816	98.0	4	4	100	4660	4736	98.3	5/16	31.3	16	23	0	62.9
4.	1803	1	10	3	54	152	156	98.4	488	492	99.2	39.5	40	98.8	3868	3920	98.7	8/10	80.0	3	2	1	62.5
5.	7501	1	14	6	72	250	252	99.2	713	720	99.0	56	56	100	5523	5576	99.0	0/14	0.0	24	38	0	62.0
6.	1302	2	11	5	56	186	204	91.2	510	532	95.9	41	44	93.2	3958	4200	94.2	3/11	27.3	25	10	10	63.6
7.	0802	2	18	6	79	313	332	94.3	901	940	95.9	69.5	72	96.5	6003	6240	95.9	11/18	61.1	11	10	1	65.6
8.	0302	2	19	8	76	338	348	97.1	976	1000	97.6	74	76	97.4	5488	5640	96.9	9/19	47.4	11	14	2	60.9
9.	0302	2	22	11	74	386	414	93.2	1039	1096	94.7	83	88	94.3	5392	5672	95.1	1/22	04.5	33	22	9	66.3
10.	0302	2	13	7	56	192	212	90.6	587	616	95.3	44.5	52	95.2	3575	3784	94.5	0/13	0.0	23	14	3	68.5
11.	7501	2	12	6	62	236	244	96.7	571	592	96.6	47	48	97.9	4625	4776	96.8	0/12	0.0	32	24	2	68.3
12.	4402	2	15	7	80	256	272	94.1	697	736	94.7	52.5	60	94.2	6079	6288	96.7	7/15	46.7	6	8	7	44.3
13.	1802	1	17	7	64	294	308	95.4	877	896	97.8	67	68	98.5	4960	5052	98.1	9/19	52.9	25	15	4	67.8
14.	7501	2	13	6	60	270	284	95.1	612	648	94.4	50	52	96.2	4573	4828	94.7	7/13	53.8	7	6	6	57.0
15.	2502	2	13	5	54	223	240	92.9	611	636	96.1	49	52	92.3	3988	4100	97.2	2/13	15.4	29	6	1	83.3
16.	0302	2	11	7	38	142	148	95.9	461	469	98.2	42	44	95.5	2879	2940	97.9	3/11	27.3	6	5	1	64.7
17.	7504	2	17	9	93	309	328	94.2	778	820	94.9	64.5	68	94.9	5340	5672	95.2	0/17	0.0	57	41	14	64.1
18.	0302	2	12	6	51	202	220	91.8	554	588	94.2	65.5	48	94.8	3637	3848	94.5	1/12	08.3	15	12	11	56.0

	MOB GROUP NO DAYS RT. 16				NO	SCORE PASS %		SCORE PASS %		SCORE PASS %		SCORE PASS %		SCORE PASS %		SCORE PASS %		W	A	%	
19.	7508	2	18	10	78	324	348	93.1	894	948	94.3	68	72	94.4	71	72	91.6	39	22	5	69.3
20.	0802	2	18	7	79	210	216	97.2	746	772	96.6	70.5	72	97.9	72	72	100	5	7	5	50.0
21.	7508	2	15	7	62	244	260	92.7	700	736	95.1	57.5	60	95.8	60	60	100	11	14	10	51.0
22.	7501	2	13	6	56	216	228	94.7	610	636	95.9	50	52	96.2	52	52	100	56	55	12	62.4
23.	7521	2	12	5	54	186	196	94.9	589	608	96.9	46.5	48	96.9	48	48	100	17	13	6	61.2
24.	7501	2	16	7	63	347	356	97.8	701	728	96.3	62	64	96.9	64	64	100	34	28	4	70.0
25.	7576	2	15	9	64	277	308	89.9	703	728	96.6	57	60	95.0	60	60	100	27	11	8	66.7
26.	0802	2	14	8	58	265	276	96.0	713	732	97.4	54.5	56	97.3	56	56	100	9	8	2	63.0
27.	2502	2	15	7	75	264	284	93.0	745	780	95.5	57	60	95.0	54	60	90.0	24	11	0	76.1
28.	7522	2	12	6	63	225	240	93.8	573	616	96.3	47	48	92.9	48	48	100	37	35	3	65.5
29.	7564	3	13	6	60	247	268	92.2	622	660	94.2	50	52	96.2	52	52	100	44	35	6	61.3
30.	7562	3	13	6	58	253	276	91.7	564	628	92.8	48.5	52	92.4	52	52	100	39	45	22	52.1
31.	7522	3	16	7	66	303	318	95.3	739	804	91.6	75	80	93.8	76	80	95.0	23	25	21	51.1
32.	7511	3	12	6	53	222	236	94.1	544	576	94.4	45	48	93.8	48	48	100	33	25	5	62.5
33.	0302	3	12	6	45	239	268	89.2	531	632	91.9	44	48	91.7	46	48	95.8	15	6	10	56.8
34.	1302	3	12	7	61	166	180	92.2	563	604	93.2	46	48	95.8	48	48	100	23	13	5	66.7
35.	0302	3	33	15	136	516	608	94.9	1504	1572	94.5	123	132	92.8	132	132	100	25	47	19	52.2
TOTAL			221	246	2168	8995	9492		2452	25649		1936	2124		2109	2624		506	681	215	
Average			15	7	65	257	274	93.8	702	733	95.8	55.3	58.8	95.7	59	57.8	90.3	23	20	6	62.3

APPENDIX 10

DUTY ASSIGNMENT DATA FOR COLONEL SAMPLE

DUTY ASSIGNMENT DATA ON COLONEL SAMPLE

<u>NO.</u>	<u>PMOS</u>	<u>GROUP</u>	<u>TYPE DUTY (Months)</u>			
			<u>COMMAND</u>	<u>STAFF</u>	<u>JOINT STAFF</u>	<u>OTHER</u>
1.	3002	1	47	21	0	0
2.	1802	1	14	47	0	0
3.	9906	1	26	28	0	4
4.	1803	1	0	10	44	0
5.	7501	1	22	13	37	0
6.	1302	2	36	20	0	0
7.	0802	2	15	23	41	0
8.	0302	2	14	26	36	0
9.	0302	2	22	52	0	0
10.	0302	2	27	29	0	0
11.	7501	2	25	37	0	0
12.	4402	2	0	80	0	0
13.	1802	2	26	6	36	0
14.	7501	2	25	35	0	0
15.	2502	2	39	15	0	0
16.	0302	2	0	23	15	0
17.	7564	2	41	30	0	2
18.	0302	2	10	41	0	0
19.	7508	2	67	1	8	2
20.	0802	2	13	0	66	0
21.	7508	2	31	8	23	0
22.	7501	2	14	42	0	0
23.	7521	2	17	37	0	0
24.	7501	2	45	18	0	0
25.	7576	2	58	4	2	0
26.	0802	2	9	8	41	0
27.	2502	2	0	36	39	0
28.	7522	2	36	14	13	0
29.	7564	3	28	29	0	3
30.	7562	3	38	20	0	0

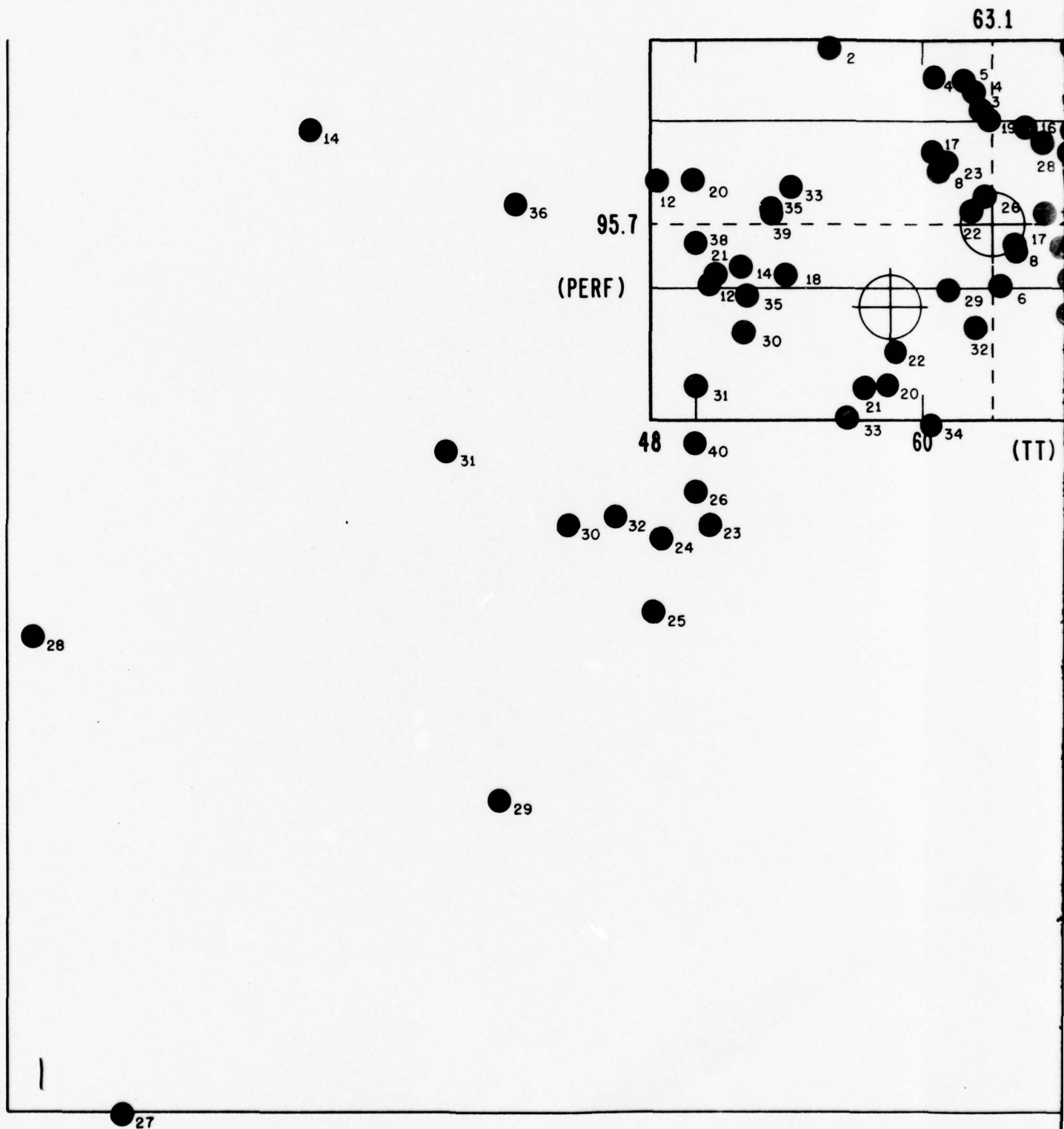
DUTY ASSIGNMENT DATA ON COLONEL SAMPLE (cont'd)

<u>NO.</u>	<u>PMOS</u>	<u>GROUP</u>	<u>COMMAND</u>	<u>STAFF</u>	<u>JOINT STAFF</u>	<u>OTHER</u>
31.	7522	3	30	2	34	0
32.	7511	3	16	6	31	0
33.	0302	3	36	9	0	0
34.	1302	3	13	48	0	0
35.	0302	3	<u>53</u>	<u>43</u>	<u>40</u>	<u>0</u>
Total Months			893	861	506	11
Average Months			26	25	15	.3

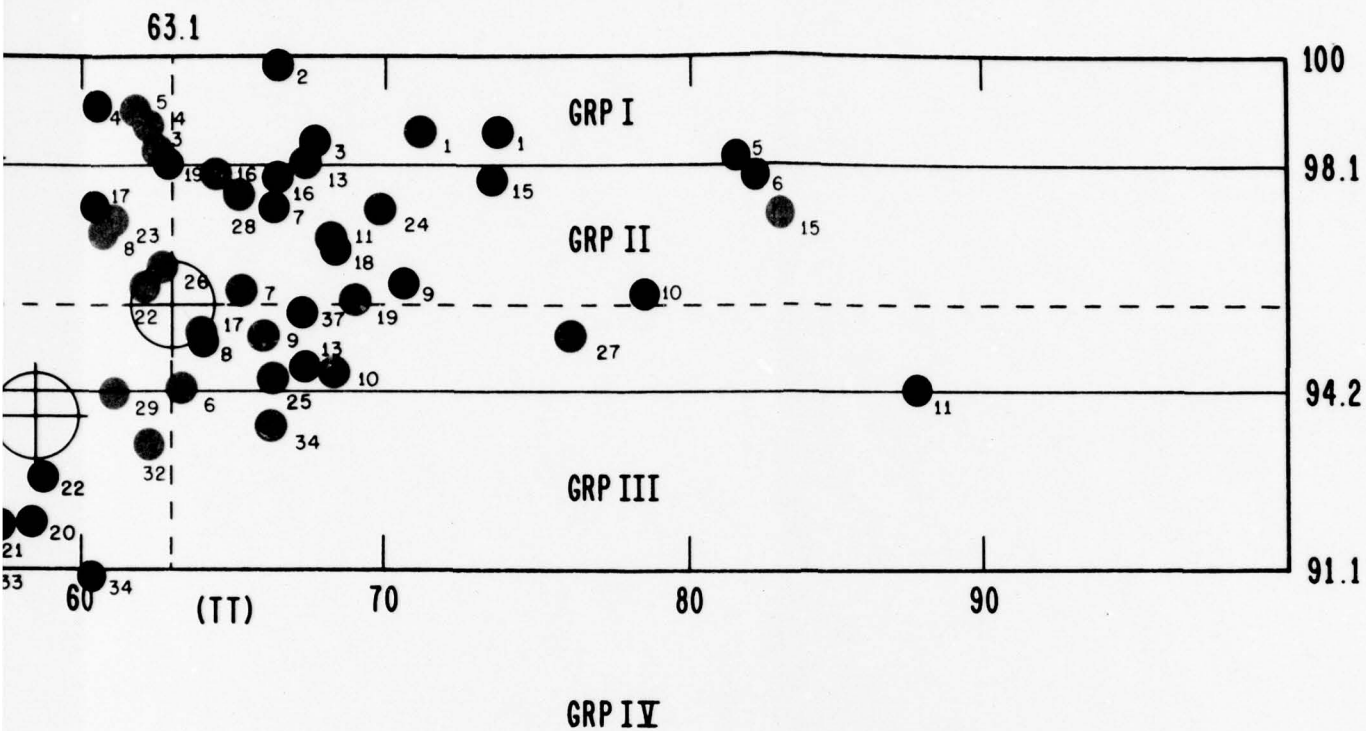
APPENDIX 11

LTCOL COMPARED TO COL SAMPLE

LTCOL COMPARED TO CO



RED TO COL STANDARD



● COL (35)

● LTCOL (40)

APPENDIX 12

SAMPLE GRAPH DATA FOR COLONELS

SAMPLE GRAPH DATA FOR COLONELS

<u>NO.</u>	<u>PERF%</u>	<u>TT%</u>	<u>GROUP</u>	<u>NO.</u>	<u>PERF%</u>	<u>TT%</u>	<u>GROUP</u>
1.	98.6	71.4	1	25.	94.4	66.7	2
2.	99.8	56.0	1	26.	96.3	63.0	2
3.	98.3	62.9	1	27.	95.1	76.1	2
4.	98.7	62.5	1	28.	97.5	65.5	2
5.	99.0	62.0	1	29.	94.1	61.3	3
6.	94.2	63.6	2	30.	93.2	52.1	3
7.	95.9	65.6	2	31.	91.9	51.1	3
8.	96.9	60.9	2	32.	93.3	62.5	3
9.	95.1	66.3	2	33.	91.1	56.8	3
10.	94.5	68.5	2	34.	93.6	66.7	3
11.	96.8	68.3	2	35.	94.1	52.2	3
12.	96.7	48.3	2				
13.	98.1	67.8	1				
14.	94.7	52.0	2				
15.	97.2	83.3	2				
16.	97.9	64.7	2				
17.	95.2	64.1	2				
18.	94.5	54.0	2				
19.	95.7	69.3	2				
20.	96.7	50.0	2				
21.	94.5	51.0	2				
22.	96.0	62.4	2				
23.	97.1	61.2	2				
24.	97.3	70.0	2				

Mean Performance Score: 95.7%

Mean Truth Teller: 63.1%

Distribtuion by Group

Group I	6	(17.1%)
Group II	22	(62.9%)
Group III	7	(20.0%)
	35	(100.0%)

APPENDIX 13

PERFORMANCE AND TRUTH TELLER FAN

PERFORMANCE AND TRUTH TELLER FANS*

<u>GROUP CATEGORY</u>	<u>PERFORMANCE TOTALS</u>	<u>TRUTH TELLER FAN**</u>	<u>VERBAL DESCRIPTION</u>
GROUP 1	98.1% to 100%	<div> <div>***</div> <div> <div>68.3%</div> <div>100%</div> <div>54.2%</div> </div> </div>	ABSOLUTE TOPS = RATES IN SUPERIOR GROUPS
GROUP 2	94.2% to 98.0%	<div> <div>54.1%</div> <div>68.2%</div> <div>50.1%</div> </div>	EXCELLENT RECORD - HIGHLY COMPETITIVE
GROUP 3	91.1% to 94.1%	<div> <div>50.0%</div> <div>54.0%</div> <div>48.3%</div> </div>	COMPETITIVE RECORD SHOWS CONSISTENT EX- CELLENT PERFORMANCE
GROUP 4	0.0% to 91.1%	<div> <div>48.2%</div> <div>49.9%</div> <div>0.0%</div> </div>	

* Developed from the mean performance and truth teller scores from the sample of Colonels.

** Truth teller scores are based on the formula: $\frac{(\text{Below} + \text{With})}{(\text{Below} + 2 \text{ With} + \text{Above})} \times 100 = \text{TT Percentile}$

*** Truth teller fan indicates a spread that could occur and that would be considered acceptable.

APPENDIX 14

DEMOGRAPHIC DATA FOR LTCOL SAMPLE

DEMOGRAPHICS TCOL SAMPLE

MOS	AFADBD	TIS	DOR	TIG	AGE	MIL SCH	CIV SCH	GROUP	PER%	TT%
1. 0302	9/57	21+9	7/74	4+11	45	TLS	MA	1	98.7	73.8
2. 0802	3/60	19+3	10/78	0+8	41	TLS	BA	1	99.8	66.6
3. 7562	9/55	23+9	7/73	5+11	45	TLS	BS	1	98.5	67.9
4. 4402	8/64	14+10	7/76	2+11	42	TLS	FFRO	1	99.1	60.6
5. 0302	3/59	20+3	7/75	3+11	41	TLS	PHD	1	98.2	81.6
6. 0302	9/57	21+9	7/74	4+11	45	TLS	MA	2	97.9	82.3
7. 0302	9/54	24+9	8/75	3+10	47	ILS	MA	2	97.4	66.6
8. 0302	7/59	19+11	7/76	2+11	43	ILS	MA	2	95.6	64.1
9. 0302	6/60	19+0	5/77	2+1	42	ILS	MA	2	96.1	70.7
10. 0302	1/66	13+5	9/75	3+9	45	ILS	MA	2	95.9	78.5
11. 0302	12/60	18+6	9/74	4+9	43		RA	2	94.2	87.9
12. 0802	9/60	18+9	1/77	1+9	42	ILS	BA	2	94.3	50.6
13. 0180	7/53	25+11	1/79	0+5	50	WOBASIC	BS	2	94.7	67.7
14. 7557	7/59	19+11	7/76	2+11	43	ILS	MA	2	97.9	33.3
15. 7557	4/57	22+2	4/75	4+2	44	ILS	BS	2	97.9	73.6
16. 7576	2/58	21+4	10/77	1+8	40	TLS	BS	2	97.9	66.7
17. 3002	3/60	19+3	12/76	2+6	41	ILS	MA	2	97.4	60.5
18. 4002	5/58	21+1	9/74	4+9	43	TLS	MS	2	96.7	68.4

DEMOGRAPHICS										TCOL SAMPLE	
MOS	AFADBD	TIS	DOR	TIG	AGE	MIL SCH	CIV SCH	GROUP	PER	TT	
1. 0302	9/57	21+9	7/74	4+11	45	TLS	MA	1	98.7	73.8	
2. 0802	3/60	19+3	10/78	0+8	41	TLS	BA	1	99.8	66.6	
3. 7562	9/55	23+9	7/73	5+11	45	TLS	BS	1	98.5	67.9	
4. 4402	8/64	14+10	7/76	2+11	42	TLS	FPRO	1	99.1	60.6	
5. 0302	3/59	20+3	7/75	3+11	41	TLS	PHD	1	98.2	81.6	
6. 0302	9/57	21+9	7/74	4+11	45	TLS	MA	2	97.9	82.3	
7. 0302	9/54	24+9	8/75	3+10	47	ILS	MA	2	97.4	66.6	
8. 0302	7/59	19+11	7/76	2+11	43	ILS	MA	2	95.6	64.1	
9. 0302	6/60	19+0	5/77	2+1	42	ILS	MA	2	96.1	70.7	
10. 0302	1/66	13+5	9/75	3+9	45	ILS	MA	2	95.9	78.5	
11. 0302	12/60	18+6	9/74	4+9	43		BA	2	94.2	87.9	
12. 0802	9/60	18+9	1/77	1+9	42	ILS	BA	2	94.3	50.6	
13. 0180	7/53	25+11	1/79	0+5	50	MOBASIC	BS	2	94.7	67.7	
14. 7557	7/59	19+11	7/76	2+11	43	ILS	MA	2	97.9	33.3	
15. 7557	4/57	22+2	4/75	4+2	44	ILS	BS	2	97.9	73.6	
16. 7576	2/58	21+4	10/77	1+8	40	TLS	BS	2	97.9	66.7	
17. 3002	3/60	19+3	12/76	2+6	41	ILS	MA	2	97.4	60.5	
18. 4002	5/58	21+1	9/74	4+9	43	TLS	MA	2	96.7	68.4	

MOS	AFDRD	TIS	DOR	TIG	AGE	MIL SCH	CIV ED	GROUP	PER%	TT%
37. 0802	1/62	17+5	9/74	4+9	43	ILS	MA	2	95.6	67.4
38. 0802	6/59	20+0	12/75	3+6	44	ILS	BA	2	95.3	50.0
39. 0802	9/58	20+9	8/75	3+10	43	ILS	MA	2	96.0	53.3
40. 0202	4/57	22+2	8/73	5+10	44	ILS	BA	3	90.6	50.0

APPENDIX 15

PERFORMANCE DATA FOR LTCOL SAMPLE

ADMINISTRATIVE DATA										PERFORMANCE DATA										PERFORMANCE DATA ON LITOL SAMPLE										TRUTH TELLER DATA																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
POS	GRP	#RPT	RTSR	NO	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE

POS	GRP	HRT	REPS	NO	PERFORMANCE			QUALITY			VALUE & DIST			DESTRUCTIVITY			TOTAL			1 vs 1		INDEX			
					SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	SCORE	POSS	%	A vs B	A	B	M	A	B
35. 0802	2	16	5	76	297	316	94.0	775	804	96.4	60.5	64	94.5	64	100	5676	5904	96.1	4/16	25.0	9	25	5	53.2	
36. 0802	2	15	6	67	291	320	90.9	691	764	90.4	57.5	60	95.8	60	100	5260	5408	96.2	6/15	40.0	2	20	10	42.3	
37. 0802	2	10	5	40	200	216	92.6	483	504	95.8	38.5	40	96.2	40	100	3062	3204	95.6	0/10	0.0	19	12	3	67.4	
38. 0802	2	14	8	64	247	268	92.2	624	660	94.5	54	56	96.4	56	100	4523	4744	95.3	3/14	21.4	9	24	9	50.0	
39. 0802	2	17	8	77	361	376	96.0	861	904	95.2	64.5	68	94.9	68	100	6108	6360	96.0	11/17	64.7	9	7	7	53.3	
40. 0202	3	15	8	75	210	236	89.0	673	732	91.9	53	60	88.3	60	100	4817	5316	90.6	13/15	86.7	2	1	2	50.0	
TOTAL		671	332	2854	11721	12744		31026	32070		2419	2652	2623	2656	20856	222408	206/671				884	688	432		
AVERAGE		17	8	71	293	319	92.0	776	802	96.7	61	66	91.2	65.5	66.4	98.8	5214	5560	93.8	5/17	30.7	22	17	11	58.2

APPENDIX 16

DUTY ASSIGNMENT DATA FOR LTCOL SAMPLE

DUTY ASSIGNMENT DATA FOR LTCOL SAMPLE

<u>NO.</u>	<u>PMOS</u>	<u>GROUP</u>	<u>TYPE DUTY (MONTHS)</u>			
			<u>COMMAND</u>	<u>STAFF</u>	<u>JOINT STAFF</u>	<u>OTHER</u>
1.	0302	1	7	52	0	2
2.	0802	1	26	10	0	35
3.	7562	1	28	0	16	14
4.	4402	1	0	99	7	0
5.	0302	1	7	38	0	3
6.	0302	2	7	57	45	1
7.	0302	2	10	7	33	8
8.	0302	2	35	33	11	14
9.	0302	2	19	35	12	1
10.	0302	2	0	58	0	2
11.	0302	2	0	81	0	0
12.	0802	2	29	11	0	12
13.	0180	2	0	39	0	17
14.	7557	2	10	7	40	2
15.	7557	2	41	10	15	3
16.	7576	2	51	7	0	0
17.	3002	2	8	38	28	0
18.	4002	2	0	28	30	10
19.	4002	1	7	64	0	0
20.	1803	3	2	76	0	0
21.	7522	3	22	27	20	0
22.	7522	3	39	14	11	1
23.	3002	3	82	7	0	0
24.	0302	4	4	41	26	0
25.	0302	4	17	34	0	24
26.	7576	4	21	44	0	0
27.	7564	4	24	61	0	0
28.	7576	4	42	22	20	0
29.	7586	4	17	51	0	0
30.	7501	4	2	47	0	20

DUTY ASSIGNMENT DATA FOR LTCOL SAMPLE (cont'd)

<u>NO.</u>	<u>PMOS</u>	<u>GROUP</u>	<u>TYPE DUTY (Months)</u>			
			<u>COMMAND</u>	<u>STAFF</u>	<u>JOINT STAFF</u>	<u>OTHER</u>
31.	0802	4	14	20	34	0
32.	3002	4	2	72	0	0
33.	0802	2	15	5	67	0
34.	0802	3	47	31	0	0
35.	0802	2	52	23	0	0
36.	0802	2	3	25	0	39
37.	0802	2	11	29	0	0
38.	0802	2	13	15	0	36
39.	0802	2	41	36	0	0
40.	0202	3	<u>0</u>	<u>38</u>	<u>37</u>	<u>0</u>
Total Months			755	1392	452	244
Average Months			19	35	11	6

APPENDIX 17

SAMPLE GRAPH DATA FOR LTCOLS

SAMPLE GRAPH DATA FOR LTCOLS

<u>NO.</u>	<u>PERF %</u>	<u>TT%</u>	<u>GRP</u>	<u>NO.</u>	<u>PERF %</u>	<u>TT %</u>	<u>GRP</u>
1.	98.7	73.8	1	22.	92.8	58.9	3
2.	99.8	66.6	1	23.	88.7	50.7	4
3.	98.5	67.9	1	24.	88.4	48.5	4
4.	99.1	60.6	1	25.	86.7	48.1	4
5.	98.2	81.6	1	26.	89.5	50.0	4
6.	97.9	82.3	2	27.	74.9	25.1	4
7.	97.4	66.6	2	28.	86.1	21.2	4
8.	95.6	64.1	2	29.	82.3	41.5	4
9.	96.1	70.7	2	30.	88.7	44.4	4
10.	95.9	78.5	2	31.	90.4	39.2	4
11.	94.2	87.9	2	32.	88.9	46.6	4
12.	94.3	50.6	2	33.	96.6	54.1	2
13.	94.7	67.7	2	34.	91.0	60.3	3
14.	97.9	33.3	2	35.	96.1	53.2	2
15.	97.9	73.6	2	36.	96.2	42.3	2
16.	97.9	66.7	2	37.	95.6	67.4	2
17.	97.4	60.5	2	38.	95.3	50.0	2
18.	96.7	68.4	2	39.	96.0	53.3	2
19.	98.1	63.0	1	40.	96.6	50.0	3
20.	92.0	58.4	3				
21.	91.9	57.3	2				

Mean Performance Score: 93.8%

Mean Truth Teller: 58.2%

Distribution by Group

Group I	6	(15.0%)
Group II	19	(47.5%)
Group III	5	(12.5%)
Group IV	<u>10</u>	(25.0%)
	40	(100.0%)

APPENDIX 18

DETAIL FITNESS REPORT SUMMARY

DETAIL FITNESS REPORT SUMMARY

RANK NAME SSN PMOS DATE PREPARED PAGE
 LTCOL JONES AL 123456789 7576 27 Jun 79 1 of 1

DUTY ASSIGNMENT		PERFORMANCE		QUALITIES		GV&D		DESIRE		VAR P/PP		REMARKS		REPORTING SR		RANK		TRUTH	
DET MAG 16 CAMPEN		RD 3 AD 4		EN 3 PA 4 MP 3 AD 3		E 3		PH 18/24		PER 18/24		COMMENT N		DICKERSON AB		COL		B 10	
VMO 18 OV-10A		AM 3 HO 3		CO 3 IN 4 JD 3 PM N				BG 2 QUA 40/48		GEN 3/4		ADVERSE N		FICHE P-9-10				W 4	
COMMANDING OFFICER		HE 2 TP 3		FO 4 LD 3 LY 4 PR 3				BW GEN 3/4		DES 2/4		OBSERVE D		PFT PASS				A 2	
RANK PMOS TYPE DUTY		TH N		EC 3 GR N				PN				QUAL PR		COMBAT					
LTCOL 7576 COMMAND		P/PP 18/24		P/PP 40/48		P/PP 3/4		P/PP2/4P/PP63/80		X NO MOS =		REPORT SUMMARY		TP/TPP 378/480		78.8%		TT% 70.0	
REPORT PERIOD		60ct77 to 12Apr78		CH/6															
DET MAG 16 CAMPEN		RD 4 AD 4		EN N PA 4 MP 4 AD 3		EX/O 3.5		PH 4 PER 21/24		COMMENT N		BLACKSTONE CB		COL		B 8			
DET H&MS MAG-VH		AM 3 HO 3		CO 3 IN 4 JD 4 PM N				BG QUA 40/44		ADVERSE N		P-8-9				W A			
A/C MAINT OFFICER		HE 3 TP 4		FO 4 LD 4 LY 4 PR 3				BW GEN 3.5/4		OBSERVE D		PFT PASS							
LTCOL 6002 STAFF		TH N		EC 3 GR N				4PN SWA 4/4		COMBAT		REPORT SUMMARY		TP/TPP 411/456		90.2%		TT% 83.3	
13Apr78 to 60ct78		CH/6		P/PP 21/24		P/PP 40/44		P/PP3.5/4P/PP4/4P/PP68.5/76X		NO MOS =									

PART II: SUMMARY OF REPORTS FOR LTCOL

RANK SUMMARIES FOR 2 REPORTS 2 REPORTING SENIORS: 2 NUMBER OF MONTHS: 12

PERFORMANCE		QUALITIES		GV&D		DESIRE		SUMMARY BY VARIABLE		SUMMARY OF REPORTS		TT SUMMARY	
RD 7/8		EN 3/4		PM N		E 3/4		PH 4/4		PER 18/24		QUA 40/48	
AD 8/8		PA 8/8		FO 8/8		E/O3.5/4		BG 2/4		21/24		40/44	
AM 6/8		MP 7/8		LD 7/8				PN				3.5/4	
HO 6/8		AD 6/8		LY 8/8				2/4		6		68/5/76	
HE 5/8		CO 6/8		PR 6/8				4/4		6		411/456	
TP 7/8		IN 8/8		EC 6/8								90.2	
TH N		UD 7/8		GR N								1 vs 1	
P/PP 39/48		P/PP 80/92		P/PP6.5/8P/PP6/8		39/48		80/92		6.5/8		6/8	
81.3%		87.0%		81.3%		75.0%		81.3%		75.0%		RANK TOTAL	
												780/936	
												84.318	
												6	
												2	
												75.0%	

APPENDIX 19

CONSOLIDATED FITNESS REPORT SUMMARY

CONSOLIDATED FITNESS REPORT SUMMARY

PART I: DEMOGRAPHIC DATA

RANK NAME LTCOL JONES AL		SSN 123456789	PMOS 7576	AMOS 6002	AMOS 145	GCT 145	DATE PREPARED 27 JUNE 79	PAGE 1 OF 1
GENERAL DATA		SERVICE COMPUTATION DATA			AMARDS		EDUCATION DATA	
DOB 110337	SEX M	PEBD 140454	EAS INDEF	PERM RANK LTCOL	DOR 0109/74	NX 69	CIVILIAN DG	YR 53
WT/RATIO 175/72 AM-IND		AFADBD 140454	ECC INDEF	LINEAL-NO 7409-000	CLA NONE	PH 69	HISTORY BA	53
HOR SAN DIEGO CA		ANDBD 140454	CANBD 140454	SD/YG 54	DFALDO	MM 72	AERO ENG MS	64
SAN DIEGO CA		DOEAF 140454	DFCOMM 040654	DDNA 150657	FLT-HRS 19045	NA 74	LANGUAGES ZULU SPANISH	NAV WARFARE/77
						CURRENT DUTY ASSIGN DATA		
						MCC DET MAG 16 CAMPEN		
						BILLET COMM OFF TYPE DUTY DPMOS COMMAND 7576		
						DCTG 030877 OSCD 070776		

PART II: PERFORMANCE DATA

	GENERAL			PERFORMANCE SUMMARY				TRUTH TELLER			
	NO MO	NO REPS	REP SRS	PER	QUA	GEN	DES	TOTAL	B	W	A
CAREER SUMMARY	215	56	29	TP/TPP	811/988	2340/2572	198/224	216/224	13965/15524	51	55
				%	82.1	91.0	88.4	96.4	90.0%	52.7%	28.7%
LTCOL SUMMARY	92	24	11	TP/PP	398/480	1150/1196	90.5/96	96/96	6670/6976	24	40
				%	82.9	96.2	94.3	100.0	95.6%	55.7%	45.8%
MAJOR SUMMARY	44	9	5	TP/PP	118/128	354/396	32/36	36/36	2663/2940	10	7
				%	92.2	89.4	88.9	100.0	90.6%	53.1%	21.1%
CAPT-LT SUMMARY	79	23	13	TP/PP	295/380	836/980	75.5/92	84/92	4632/5608	17	8
				%	77.6	85.3	82.1	91.3	82.6%	27.8%	04.3%